

Business District Revitalization Plan

Town of Shelburne

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FINAL REPORT

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Table of Contents

1.0 Introduction	1
The Hazards of Unplanned Growth.....	3
A Brief History of Shelburne.....	4
Community Engagement.....	5
Workshop and Interview Results	5
On-line Survey Results	7
2.0 Community Needs Analysis	11
2.1 Population, Incomes and Housing	13
2.2 Business Needs, Employment.....	17
2.3 Economic Development.....	20
2.4 Tourism	21
2.5 Downtown Retail Needs.....	22
Role of the BID in Creating A Healthier Community	22
2.6 Special Needs Populations.....	25
2.7 Parks, Open Space, Recreation	29
3.0 Downtown Revitalization Toolbox.....	31
3.1 Organization	31
The Committee	32
The Community	32
Volunteers	32
Business Improvement Districts (BID).....	32
Heritage Groups	33
3.2 Design.....	33
Design Guidelines	33
Pedestrian Safety.....	34
Streetscape Improvements	34
Streets and Parking Improvements	36
Active Transport Orientation	36
Trails and Open Space Master Plan	36
Green Villages.....	37
Waterfront/Riverfront Improvements	38

Heritage Conservation Program.....38
 Scenic Rural Routes39
3.3 Promotion39
 Civic Branding & Identity39
 Civic Signage & Wayfinding Strategy40
 Heritage Plan & Walking Tours41
 Digital Tourism Strategy.....41
 Festivals and Events42
3.4 Economic Restructuring42
 Façade Improvement Program.....43
 Businesses Recruitment.....43

4.0 Revitalization Projects45

4.1 Revitalization Plan.....45
4.2 Branding and Signage47
 Civic Brand47
 Signage.....48
4.4 Specific Development Projects52
 Exit 26 Gateway.....52
 Ohio Road Sidewalk52
 Trunk 3 /Falls Lane Roundabout.....53
 Water Street Streetscape54
 Town Hall Redevelopment.....55
 Mackay Park Redevelopment & Civic Parking Lot55
 Mason Lane Esplanade and Atlantic House Park61
 Old High School Site Redevelopment63
 King Street Streetscape65
 Seniors Hub/Community Centre.....65
4.5 Facade Program67
 Details and Program Eligibility67
 Simple Design Guidelines for Owners67

5.0 Implementation71

5.1 Budget Estimates.....72
5.2 Phasing Strategy.....75
5.3 Next Steps to Move towards Realization of the Vision75



TOWN OFFICE

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Blue sign with a white symbol.

1.0 Introduction

Vision without action is a daydream. Action with
without vision is a nightmare.

- Japanese Proverb

Business districts are the vital social and economic engine of many rural municipalities across the country. Although commercial taxes in rural municipalities can be relatively small in comparison to overall revenue, the indirect benefits of commercial cores are immense; influencing housing demand, tourism demand, community satisfaction, the creative economy, and overall civic prosperity. The quality of the commercial core is often the litmus test for the quality and prosperity of the overall community.

Downtown revitalization is a proven catalyst for regional economic growth by improving the physical, social, organizational, and promotional infrastructure of the downtown. Public investment in Shelburne's business district will be a catalyst for private investment and will have direct and indirect pay-offs.

Envision Shelburne's Business District outlines a 20-year vision for Shelburne's business district, a revitalization toolbox, and some catalytic improvement projects. The vision builds on previous planning efforts like the *Shelburne Integrated Community Sustainability Plan* and the *Marketing Strategy for Shelburne*.

Over the past 20 to 30 years the Shelburne has been negatively affected by the downturn in the fishery and by the closure of government offices and institutions, restructuring of government services and the downturn in the global economy. Town Council has been looking at ways in which to expand the Town's economic diversity and to also maintain and attract new business, industry and services. This plan is the first step in a long-term commitment to reinvesting in the business district.

*This plan is the first step
in a long-term commitment
to reinvesting in the busi-
ness district.*

The overall objectives of the plan, as outlined in the terms of reference include:

- ▶ Rejuvenation of the business district as a focal point for retail and commercial businesses.
- ▶ Creation of a pleasing visual environment which will be welcoming and create a “destination” shopping experience.
- ▶ Restoration and conservation of heritage buildings and storefronts.
- ▶ Improvement of the Town’s business image and marketing potential
- ▶ Promotion of commercial revitalization

This report outlines some of the tools that the Town can employ to revitalize its business district. It also notes many catalytic projects which the Town should consider as part of its long-term revitalization efforts. These efforts should be coordinated as part of an overall harbour plan or waterfront plan in the future.

The geographic area for this study includes from exit 26 on Highway 103 along Falls Lane, Water Street to George Street and King Street to Spa Road.



The Hazards of Unplanned Growth

Without a vision a community can only react to local or external pressures. Community uncertainty translates into investment uncertainty, and developers or new businesses will go to great lengths to avoid uncertainty. A vision represents a measure of certainty, and with certainty comes security and investment.

There are many examples of communities which have evolved by unplanned growth. Unplanned growth often results in development along the path of least resistance. This can result in strip development, generic buildings and businesses which are untied to the community, and unbalanced growth with the majority of activity taking place outside the Town center leading suburban tract development and car oriented communities.

The unplanned town leads to strip-commercial sprawl, the proliferation of franchise businesses, too much or too little commercially zoned land, disregard for the pedestrian, the migration of anchor businesses (like banks and professional offices) from the downtown to commercial collector areas, and a loss of connectivity between the downtown and the surrounding community. Unplanned corridors create a poor first impression, favor cars over people, and suck the vitality from the Towns and communities they border.

In contrast, the well planned business district

- ▶ is a destination spot- a gathering of civic, business, cultural, and social events
- ▶ stimulates economic development because they are special places in their own right
- ▶ are accessible by pedestrians, bikes and cars
- ▶ represent the face of a community
- ▶ balance multiple community objectives instead of single, individual, objectives
- ▶ define a standard of development for the rest of the Town and don't accept lower standards

It is the goal of this document to guide Shelburne towards a 'destination' business district for healthy strategic growth. This is the first of several plans that will be needed to guide that growth over the coming years.



The unhealthy commercial strip

A Brief History of Shelburne

The history of Shelburne predates the first European settlers, when the Mik'maq who fished along the coastline referred to the large sheltered harbour as Logumkeegan or Sogumkeagum. The Mik'maq camped along the Roseway River, and hunted the surrounding forests.

The first European Settlers to land along the shore were French Acadians, who in the late 17th century established a small fishing settlement they referred to as Port Razoir. This early settlement was eventually abandoned, suffering from repetitive privateer raids, and the ongoing conflicts between settlers and the Mik'maq.

By the end of the 18th century, settlers returned to the area, fleeing the American revolution. These British Loyalists, buoyed by the promise of land and provisions, established a new settlement known as Port Roseway. By 1783, over four hundred British Loyalist families had arrived to Port Roseway, and the Town was renamed Shelburne by then Governor John Parr, after the sitting British Prime Minister. Towards the end of the 18th century, the population of Shelburne grew to over 10,000 people, significantly larger than other colonial settlements, such as Halifax or Montreal. Black Loyalists, former slaves promised freedom and land for fighting for the British cause, established Birchtown just outside Shelburne, which would eventually become the largest free settlement of Blacks in North America.

Shelburne built upon its roots as a fishing community, and rapidly emerged as one of Nova Scotia's primary shipbuilding centres. Many notable fishing schooners and trade ships were constructed in Shelburne; both for fishing and for international trade. The prosperity of the Town drew Scottish, Welsh, and Irish settlers to the area, who continued to support the diversification of the Town's economy. However, the unsuitability of the landscape to agriculture, and the lack of land-based transportation linkages restricted the continued expansion of



Shelburne, and the population eventually began to decline.

More recently, the decline in the fishery and slow drop in tourism means that Shelburne must be proactive in envisioning its future. This report is but one step in that process.

Community Engagement

The study used a multi-pronged participation Strategy to build consensus and solicit community feedback. The Strategy included stakeholder interviews, a community visioning and design workshop, a community online survey and a public open house to present the findings. The outcomes of these sessions are outlined below.

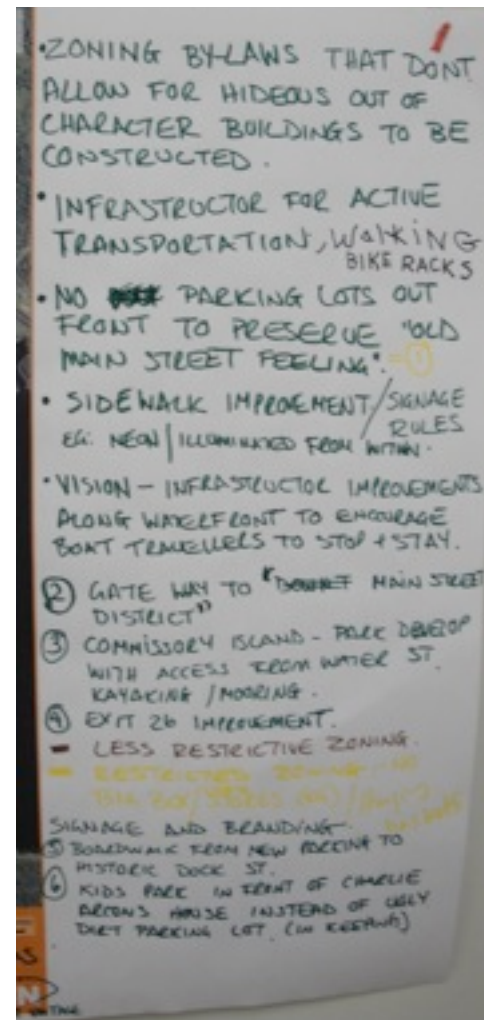
Workshop and Interview Results

The Steering Committee provided a list of key stakeholders to consult regarding the development of the business district revitalization plan. Stakeholders included local land owners and businesses, Town and County elected and appointed officials and planning staff, and Provincial Department representatives. A full list of consulted stakeholders is included below.

A commercial stakeholder workshop and separate public workshop was held on March 28, at the community centre (one at 4pm and one at 7pm). The workshop was well attended, with more than 10 business owners and 25 members of the public participating. Participants divided into 6 groups of six to eight people, with each group working together to answer a series of questions. After a short presentation on typical revitalization tools by the consultants, stakeholders were asked to prioritize, by consensus, the top 3 revitalization tools for Shelburne.

Ideas and discussion from the workshop were plentiful, and though responses to the questions were varied a number of common themes emerged. Feedback from the stakeholders and workshop participants was categorized into six overarching themes surrounding the revitalization of the central business district. Issues related to the waterfront, the downtown, signage & branding, parks & open space, economic development & tourism, and infrastructure were all brought up by the public consultation process. Many of the ideas have overlapping or synergistic properties, which is due to the integrated nature of this planning exercise.

The business district area discussions sought to improve much of the physical infrastructure of the area. Initiatives such as a facade improvement program, streetscape and right-of-way upgrades, and improvements to Atlantic House Park and Mackay Park would enhance the character of the downtown area. Preservation of historic buildings such as the old post office is important, and



maintaining key civic functions downtown is critical. Streetscape improvements, bicycle parking, benches, bump-outs, and street level activities will all create a desirable environment for pedestrians and cyclists. Simple suggestions, such as free wifi in the downtown could have significant spin offs.

Signage and Branding issues brought up during the consultation focused on the need for a coordinated and overall signage and branding strategy. In general, the Town needs improved directional, wayfinding, and information signage, and this should be completed in a consistent manner. Elements such as banners and hanging baskets will enhance the general character of the streetscape, but must relate to the overall signage and branding vision.

With respect to the waterfront, the adaptive reuse of Cox's warehouse was seen as a high priority. A redevelopment scenario, whether it be mixed use, recreational, or commercial must consider the building itself as well as the adjacent parking area. The waterfront area should be celebrated with improvements that enhance commercial, recreational, and open space opportunities, such as linking the working waterfront with tourism facilities, relocating the visitors information centre, and developing additional recreational amenities. The need for expanded parking and active transportation facilities was also a priority for the waterfront area.

Consultation participants focused on the need for general parks and open space improvements, such as the development of active transportation facilities. Additionally, specific projects like design enhancements to the three main urban parks were of top priority. Enhancing the recognition of the Shelburne trail is important, and the idea of eventually developing a 'watchable wildlife' park at Commissary Island would have many economic and environmental benefits. In general, more focus on the maintenance of existing open space assets, with a long term plan for adding to and enhancing park facilities would meet the needs of many residents and visitors.

With respect to Economic Development and Tourism, stakeholders focused on the need to strategically invest public dollars to maximize private investment. The Town of Shelburne needs to take an active role in promoting development,



Shelburne Workshop Results

Waterfront	Downtown	Signage & Branding	Parks / OS	Econ Dev	Infrastructure
Find a use that will preserve Cox's Warehouse	Undertake a facade improvement program	Encourage projecting signs over sidewalks and eliminate the by-law that restricts projecting signs.	Improve the 2 main urban parks (Atlantic Park and Mackay Park)	Continue to develop a strategy for a long-term economic vision for the Town.	Extend the waterline to Tim Hortons
Create a themed waterfront playground on the gravel parking area across from Cox's Warehouse	Improve the King St / Water St Intersection	Need for gateway signs at exit 26 and 25	Make the Shelburne trail much more recognizable where it meets major streets (King, Trunk 3, Wright Rd, John St, Anne St.)	Demonstrate public investment in the downtown and waterfront to leverage private investment	Round-about at Trunk 3 and Water Street
Relocate VIC from current location (no parking) to a location close to the waterfront with more parking and parking for Mobile Homes. Consider making the VIC an ice cream stand or shop. Possible VIC locations include Town Hall, Post Office, Osprey Centre Area.	Significant upgrades to Mackay Park should include bump-outs, expansion of park, expansion and paving of parking lot.	Need for an overall signage and wayfinding strategy	Look at developing wildlife park Commissary Island. Possible area for 'watchable wildlife' program.	The Town should take an active role in promoting development within the Town	Relocate Aliant lines from west side of the street to the east side of the street.
Develop a park at Commissary Island.	Create an entry arch to the heritage district at the end of King Street	Develop improved sign by-laws for private signs	Build bike lanes onto major downtown streets (King, Hammond and Water)	Undertake a recruitment strategy for businesses in the Town. Identify gaps and actively work to fill them.	Create a wayside pull-off at exit 25 south of the high school at the entry to the Town.
Create a 'gateway' to the waterfront heritage district	Upgrade sidewalks and undertake streetscape improvements	Need for improved signage at Water and King	Develop an urban forest program	Window displays in vacant buildings.	Improve the exit 25 and 26 gateways.
Need to create a larger parking lot for the waterfront	Better lighting in the downtown	Need for better signage to direct people to the heritage district waterfront		Lobby for a facade program for downtown businesses	Irving and Spencers corners are very unsafe. Possible Roundabout sites at both.
Could Mason Lane be turned into a 'pedestrian mall'?	Develop an urban tree program and reestablish the historic street canopy.	Osprey Centre needs better signage.		Explore impacts of reducing commercial taxes.	
Actively recruit for small cruise ships at the port dock.	Develop a window display program for empty buildings	Need for an overall improved Town brand. Brand should recognize the loyalist heritage but be modern.		Actively market the Town using the new brand	
Find a use for the port lands.	Significant upgrades to Atlantic Park. Should include a fountain. Relocate Cox's Warehouse spire into the park.	Brand should be incorporated into all civic uses like website, print collateral, signage		Encourage traditional businesses in the heritage district. Light industrial uses should be permitted in the heritage district for more traditional uses. needs to be a working waterfront community.	
	Find a use for the old post office. Don't let it be torn down.	Need for more Shelburne signage on the 103. Only 1 sign now		Find a way to cater to young families	
	Eventual need for a new Town Hall. The Post Office would be ideal location. VIC could eventually take over the Town Hall with a new larger parking lot by Mackay Park.				
	build a sidewalk from Mackay Park to the Cenotaph.				
	Upgrade cenotaph park.				
	Build a playground and splashpad at the old high school site.				
	Endorse the healthcare centre on the old high school site				
	Create a stronger cluster at the rink/fire hall / market				
	Find a way to lengthen the market from 1 day.				
	Improve the trail identity at King Street by the Fire Station				
	The County is looking for a new Town Hall site. Encourage a downtown location and look at the potential of consolidating county and Town offices.				
	Create sidewalk cafe's at restaurant locations				
	Wifi for the downtown				
	Is there a way to get NSCC downtown?				
	Sidewalk from Falls Lane to Tim Hortons				
	Widen sidewalks to 6' minimum and use concrete or pavers rather than asphalt.				
	Look into relocating Aliant telephone poles from west side of Water Street to the existing poles on the east side.				
	Look for overlap and linkages with recently completed Tourism Strategy and ICSP				
	Improve accessibility for the disabled (Enabling Accessibility Fund)				
	Need more bike parking and benches throughout the downtown				
	Clean up the garbage downtown				



Gateway

Trail

Sidewalk
Upgrades

Gateway

Rotary

Infill

Urban
Wildlife
Park

Community
Park

Waterfront
District
Plan

Harbour
strategy

Pedestrian
Market Ally

Ohio Rd

Falls Ln

King St.

Water St.

Hammond St

Shelburne Harbour

in a balanced and integrated manner. A directed recruitment strategy would identify business gaps in the Town's economy, and actively seek to address them. A facade program, branding, tax holidays, and niche tourism would all help to drive the ongoing development of the Town's economy.

Infrastructure issues related to either maintenance concerns, or the need for capital investment. Development ideas such as roundabouts, waterline expansion, and the relocation of Aliant communication lines would have many positive spin off benefits. Improved maintenance to sidewalks and intersections would increase safety and security in the central business district, inviting more users to the area. Another key infrastructure element highlighted was the need to develop stronger gateways at the three highway interchanges.

With respect to governance and administration, stakeholders felt that the arena should be an inclusive body in key decision making. Improved communication between various groups will be necessary to divide and conquer the various projects arising from this study. Increased collaboration between the various levels of government will help to recharge development and refocus efforts. A stronger focus on planning and development policy will strategically direct economic incentives and tax dollars to areas that will provide the biggest bang for the public buck.

On-line Survey Results

To supplement the ideas generated from stakeholder interviews and visioning workshops, an online survey was developed for the Shelburne Study and made available to the community via links from the Town website. Public Input was gathered from this survey between March 17th and April 22nd, and the data was assimilated to generate conclusions pertinent to the development of the Revitalization Plan.

The full survey results are shown in Appendix A.

86 responses were gathered, with a three-quarter majority having been completed by women. The majority of respondents were between the ages of 35 to 49, with a secondary grouping between the ages of 50 to 64. Nearly 80% of respondents indicate that they do not live within the Downtown area, and only 43% consider themselves within walking distance. Survey respondents drive to the central business district far more often than they walk. These results highlight the vehicle dependency of the community, and articulate the need for parking in the central business district (CBD) area.

The majority of survey respondents indicated that they shop at least weekly in the central business district, and 45% visit on a daily basis. Generally, people are visiting in the afternoons (60%), with a distinct lack of traffic (3.8%) in the evening hours.

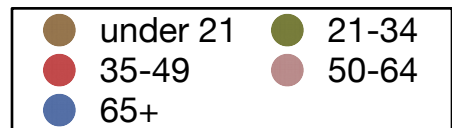
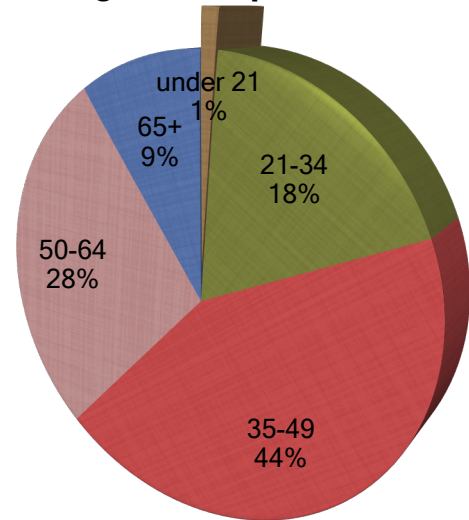


Most respondents indicated that the appearance of storefronts in the CBD should be refined and improved. A clear majority agreed that the character of central business district of Shelburne was only fair; however most people feel there is sufficient parking. When coming to the CBD, respondents visit a wide variety of destinations, most notably retail stores, banks, restaurants, and professional offices.

When considering changes or improvements to the central business district, the feedback again was varied. Suggestions such as a farmer’s market, additional shopping and dining, and festivals were very popular, with support for extended retail hours, open spaces, and active transportation amenities. Respondents felt that the character of the streetscape could be improved with the addition of benches, recycling centres, sidewalk cafes, and street trees. In terms of the perception of safety in the Town, the condition of the sidewalk was identified as the primary concern by nearly two-thirds of respondents.

Overall, feedback garnered from the survey indicates that Shelburne has a well used central business district. While most respondents do not live within the study area, residents use the CBD daily for services, and at least weekly for shopping. Concerns from survey respondents are generally related to visual or aesthetic issues, and improvements in these areas should be very well received.

Age Participation

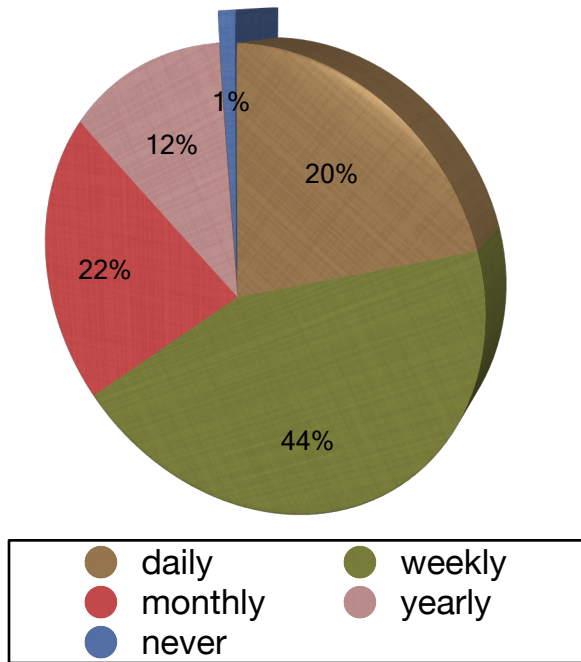


Town of Shelburne Business District Revitalization Plan

How many of the storefronts in the area, in general, do you consider to be well maintained and appealing?

Answer Options	Response Percent	Response Count
all	0.0%	0
most	44.4%	36
very few	54.3%	44
none	1.2%	1
answered question		81
skipped question		5

How Often do you Shop in the Business District?



Town of Shelburne Business District Revitalization Plan

What activities or events might bring you to the central business district more often? (please choose all that apply)

Answer Options	Response Percent	Response Count
extended opening hours	43.6%	34
additional shopping	69.2%	54
trail system / bike lanes	29.5%	23
concert / theatre	47.4%	37
retail sale event (i.e. sidewalk sale)	61.5%	48
street fair / festival	64.1%	50
farmer's market	71.8%	56
additional restaurants / bars	47.4%	37
playground	38.5%	30
splash pad	29.5%	23
urban plaza	25.6%	20
outdoor dining	53.8%	42
Other (please specify)		8
answered question		78
skipped question		8

Town of Shelburne Business District Revitalization Plan

What amenities or site elements should be added to improve the experience for pedestrians visiting the central business district? (please choose all that apply)

Answer Options	Response Percent	Response Count
street trees	51.3%	40
more park space	51.3%	40
better signage	32.1%	25
bike lanes	32.1%	25
street banners	29.5%	23
bus service	15.4%	12
bike racks	38.5%	30
benches	65.4%	51
wider sidewalks	34.6%	27
recycling / trash bins	53.8%	42
public phones	16.7%	13
floral displays	46.2%	36
urban plaza	25.6%	20
fountain	29.5%	23
sidewalk cafe	65.4%	51
Other (please specify)		12
answered question		78
skipped question		8



2.0 Community Needs Analysis

If you limit your choices only to what seems possible or reasonable, you disconnect yourself from what you truly want, and all that is left is a compromise.

- Robert Fritz

The BID community needs assessment is instructed by all of the inputs that were received from stakeholders and the general public through March and April 2011, and also by way of research conducted on various literature and statistical sources.

Whereas the basis might be considered anecdotal in nature, the workshops, consultation and survey process helped reinforce certain statements of need. There is always an inherent risk in asking the question “What does your community need?” because the multitude of answers can present challenges with prioritization and implementation. The risk is ending up with a project list that might be considered a mile wide and an inch deep.

As a result, the process of determining community need is one of filtering publicly stated needs and identifying priorities that will help build the community's capacity while leveraging specific developments or activities that will support the goals of the BID Plan. There is often a spatial dimension to this process: it may well be that a site or sites should be earmarked for specific developments because they support BID goals, even if those developments might be five or ten years away. Some developments need only be located near the BID, not within it, in order to build capacity. The needs assessment also considers unique ways in which Shelburne can strengthen its inter-relationships and create new synergies that respond to trends and opportunities.

Implementation of the BID Plan must be based on a clear statement and understanding of priorities. It must effectively respond to community needs and ensure that decision-making is coordinated within a logical planning framework – one where the realities of economic viability and implementation are also thought through.

In 2010 the Town of Shelburne adopted an Integrated Community Sustainability Plan (ICSP) that identified many challenges, including several relating directly to BID Plan implementation:

- ▶ Population decline
- ▶ Potential loss of institutions / services
- ▶ Lack of employment opportunities
- ▶ Attracting and retaining young families
- ▶ Lack of municipal financial resources
- ▶ A history and resulting perception of internal protectionism and competition between surrounding communities and with the County
- ▶ Property and infrastructure maintenance within core commercial area (from highway inward)
- ▶ Source water quality / protection (pre-treatment)
- ▶ Wastewater system vulnerability (primarily due to stormwater impacts), and
- ▶ Environmental degradation (e.g., biodiversity within water and on land, forest health, coastal erosion and susceptibility to storm surge).

The ICSP also identified several opportunities for the Town as a whole and for the Business Improvement District:

- ▶ Self-promote Shelburne as a local and regional destination offering unique experiences
- ▶ Strengthen and promote the Town's quality of life for people of all ages
- ▶ Enhance use of waterfront and promote its interpreted heritage
- ▶ Enhance use of harbour, balanced with ecosystem protection
- ▶ Strengthen core commercial areas to enhance Shelburne's sense of place
- ▶ Strengthen relationship with NSCC, hospital administrators & private health care providers
- ▶ Strengthen relationship with the county and surrounding communities;
- ▶ Empower and celebrate volunteerism and engagement
- ▶ Draw on the industrious nature of individuals in the community to build a more prosperous future; and
- ▶ Explore opportunities for greener lifestyles—use local materials, renewable energy (especially solar), energy efficiency, and local food production, buy locally.

This Section of the BID Plan considers all of the above issues and dynamics and lays the groundwork for the planning framework and growth scenario that including specific development opportunities recommended for the Town of Shelburne.

All graphs and charts in this section are from the Integrated Community Sustainable Plan (2010).

2.1 Population, Incomes and Housing

A declining population base can lead to a declining or static demand for housing, depressed housing prices and depressed land sales – and all of these factors represent barriers to rehabilitation and re-investment. There is a knock-on effect on the overall demand for goods and services within the local economy and there is evidence of this presently along Water Street and elsewhere in Shelburne.

Population decline in Shelburne was underway well before the global recession, so the problem is a structural one, and its roots are found in the lack of economic opportunity and the out-migration of young people. Combined with an aging population, the community’s tax base becomes challenged over time and new issues pre-dominate. For example, the available labour pool shrinks and priorities shift to health and housing / services for seniors. The availability of health care, physicians and medical services is now, and will increasingly become, a very important focus for the Town.

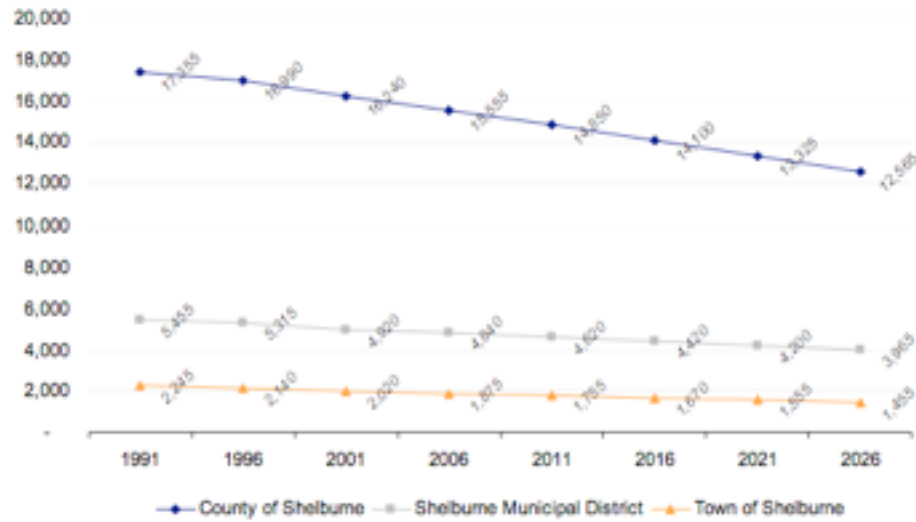
Investments in and management of land development, infrastructure and community programs / services must remain geared toward those who currently reside in Shelburne to provide a quality of life that will in turn, serve to demonstrate why other would find Shelburne a desirable place to live, learn, work and play.

- Integrated Community Sustainability Plan, 2010

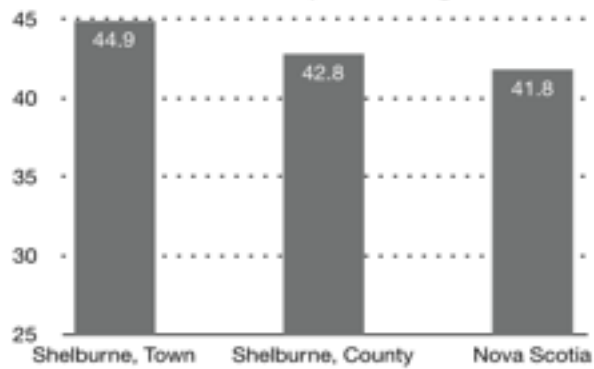
The ICSP provided population trend projections for the Town, County and Municipal District to the Year 2026:

Town of Shelburne Population (Actual)			Town of Shelburne Population (Projected)		
1991	2006	Change	2006	2026	Change
2,245	1,875	370 fewer people	1,875	1,455	420 fewer people
		16.5% decline			22.4% decline
		15 year period			20 year period

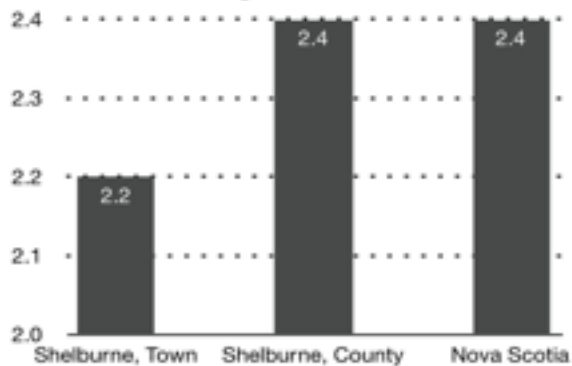
Population, Shelburne County, Shelburne Municipal District, and Town of Shelburne, 1996-2026



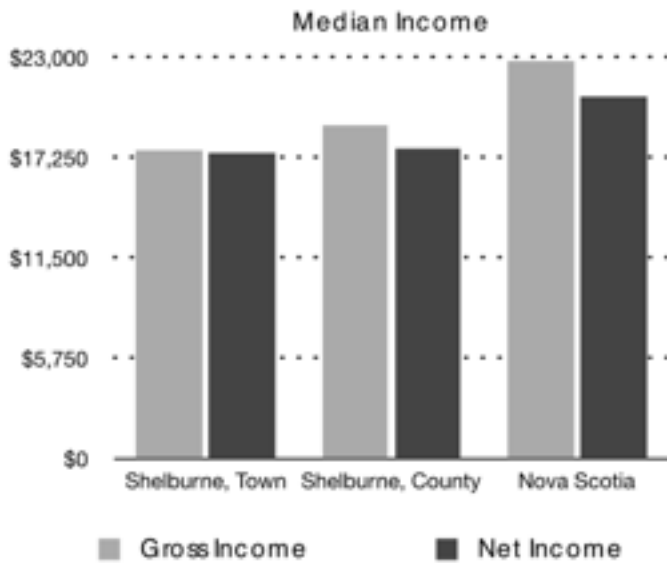
Median Population Age



Average Household Size



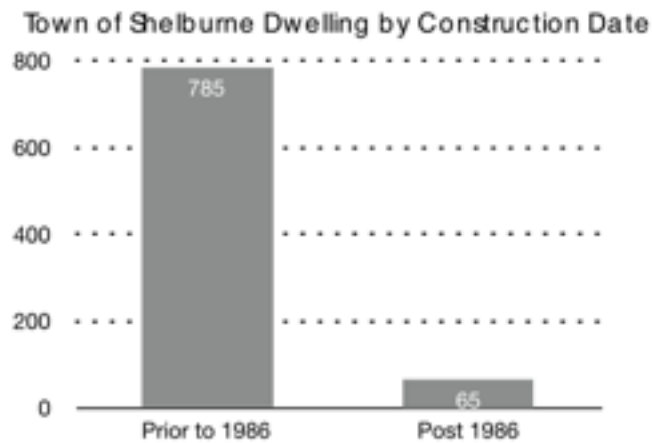
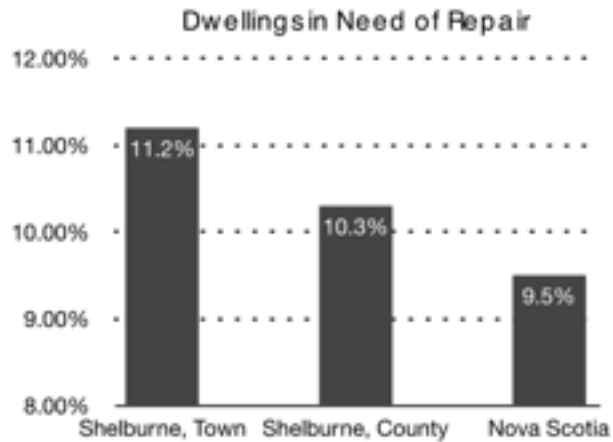
Average

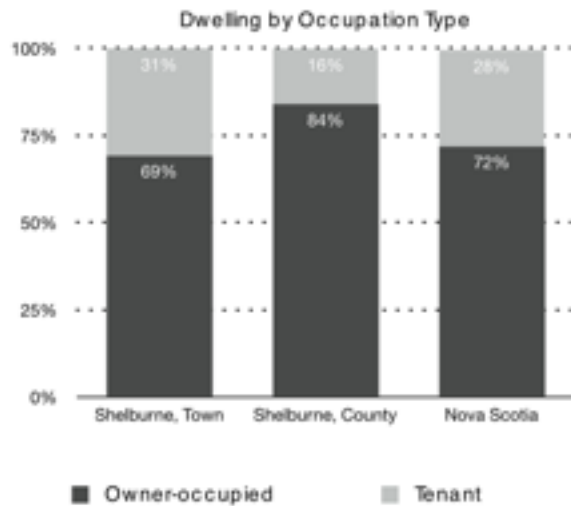
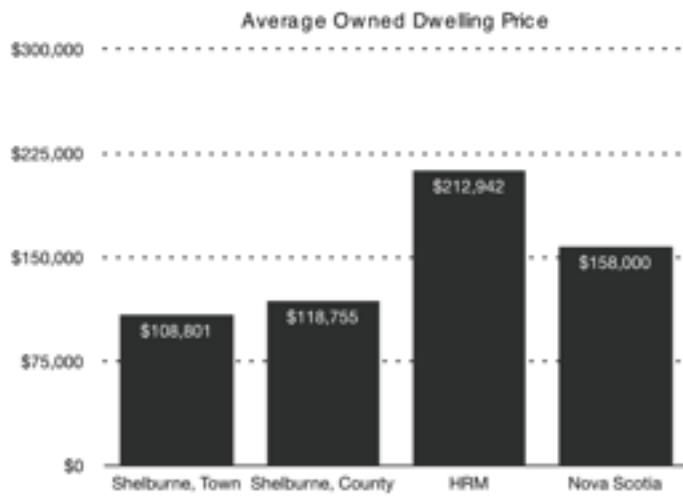


Average incomes in the Town are almost \$6,000 per year lower than the provincial average; and there is a significant low-income population in the Town (nearly 24%), which is 10% higher (before tax) and 5% higher (after tax) than the norms found in the Municipality or the Province as a whole.

This fact alone has a significant bearing on BID Plan policies and implies that the BID Plan should be well connected to employment and those agencies supporting training, entrepreneurship and employability, as well as health, social services and affordable housing. It also suggests need for a downtown marketing strategy that targets consumers who are located outside the Town boundaries.

While BID policies will focus on enhancing business vibrancy, the Town's generally older population, lower income profile, number of dwellings that are in need of repair, and the age of housing stock, imply the need for a focus on residential development within the business improvement district: the quality and affordability of housing and available services for seniors loom as key strategic directions for BID implementation and the Town will need to actively promote residential beautification, energy retrofits and other residential upgrade programs.





2.2 Business Needs, Employment

Business owners in the Town have commented on the municipal tax burden that they are facing. It is noted that:

Commercial assessment as a percent of total assessment in Shelburne is 29% compared to the average... of 26%. In the benchmark towns Shelburne has the highest commercial assessment percent of total. This measure indicates how much assistance residents get from the commercial tax base when it comes to covering operating and capital expenditures of the Town. These are not short-term concerns; rather they present a medium to long-term risk of an increasing tax burden. Coupled with a significant commercial

tax burden differential between the Town of Shelburne and the rural Municipality of the District of Shelburne (typical of towns and rural municipalities), if the Town begins to experience a loss of commercial assessment, the impact on tax revenues will be negative and immediate and will rest entirely on residents. The current financial situation is not the challenge; it presents opportunities to avoid problems in the future.

– Town of Shelburne Operational Review, 2010

Commercial taxation (all levels of government combined) can present barriers to re-investment and revitalization and these barriers are reinforced or aggravated by declining demand (population decline) and/or the business cycle (recessions). Business participation in BID improvements will be best facilitated if:

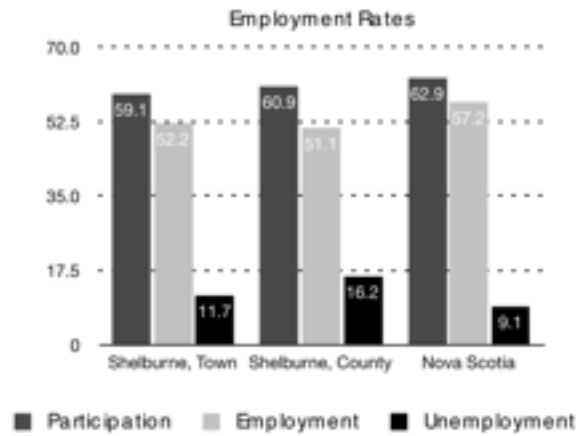
- ▶ Tax increases are supported through expanding the commercial tax base, not by way of rate increases on existing businesses
- ▶ The town leads by earmarking public investments in the BID as a measure of its support and confidence as a way to leverage private investment in the downtown area
- ▶ The town supports and promotes mixed uses (residential, commercial uses) within and near to the BID
- ▶ Downtown businesses are supported by shop-local campaigns and targeted tourism initiatives (such as Shelburne's unique events), and
- ▶ Infill and retrofit opportunities are aligned with BID goals.

Concerning the last point, the ICSP illustrates that:

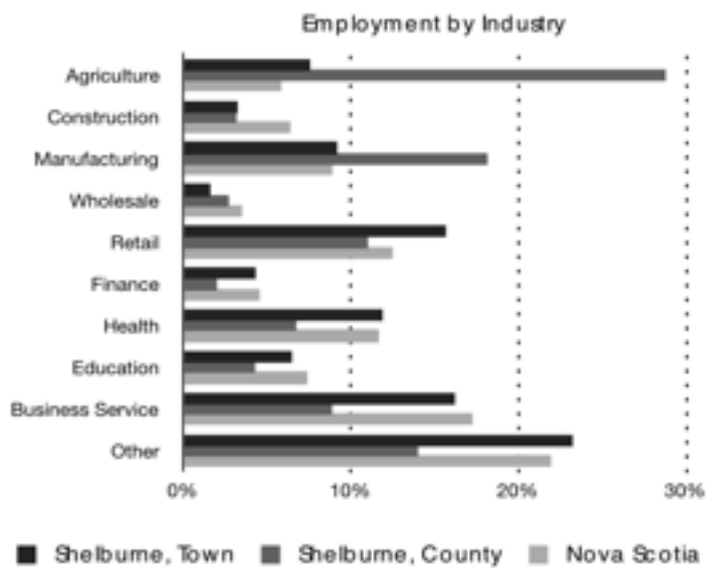
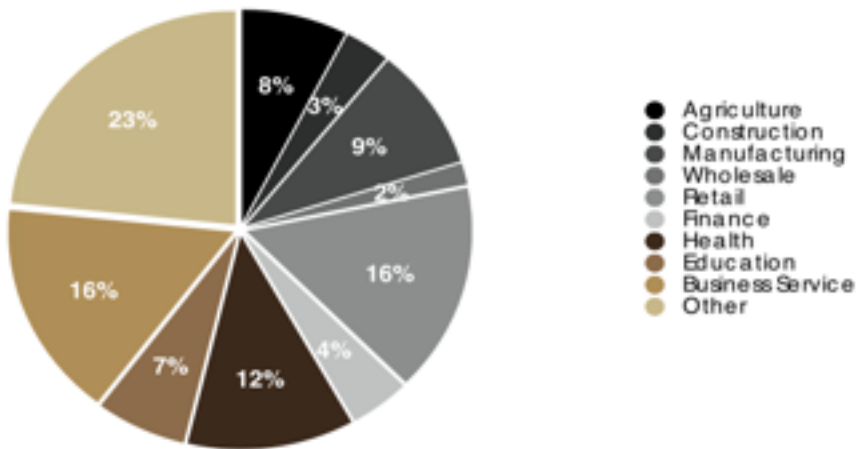
Opportunities to infill or retrofit existing residential properties, provide a sizable foundation for a variety of dwelling types and a range of affordability. By providing developers with information identifying these areas, supported by a smooth process for approval and permitting, the Town hopes to entice construction projects that contribute to the Town's vision for its future (Seniors housing, housing for young professionals).

- Integrated Community Sustainability Plan, 2010

Employment in the Town is heavily focused on business services, retail, and health services. Consistent with the focus in the ICSP, the Town hopes to align its marketing and promotions, in concert with the Municipality and others, to target teleworkers.



Town of Shelburne Employment By Industry



2.3 Economic Development

The potential location of Cooke Aquaculture and the re-investment potential at Irving Shipyard Inc. (Shelburne Ship Repair) hold the best immediate promise for economic development for Shelburne County. Both industries would bring much needed investment and jobs for the County as a whole as well as the potential for in-migration of workers. These investments and associated employment will help mitigate the effects of population decline while generating local demand for a range of housing, goods and other commercial services.

In the event that immigrant workers are involved, it will be important for the Town and municipality to 'roll out the welcome mat' because of the problems Nova Scotia communities usually experience in attracting and then keeping immigrants. An understanding of family profiles associated with these large employers will help the Town and municipality identify suitable programming and BID policies might then be aligned accordingly. Is the worker base comprised of young families? Transient workers? What are their housing / day care / recreation needs? Are there unique language or customs to be aware of? How can the Business Improvement District respond to these particular needs and celebrate diversity?

Previous studies (ICSP, Marketing Strategy for Shelburne) and stakeholder consultations have identified teleworkers as one of the area's important economic strategies. A vibrant business improvement district, and promotion of unique assets including heritage, natural and harbour / sailing advantages will help with this type of promotion.

A business service centre serving sole proprietors (a centre that provides meeting space, co-shared offices, secretarial and enhanced IT services) might assist in building the scope of services available within the Business Improvement District and help target this market. The concept is something that the Town, municipality, CBDC and Chamber of Commerce might explore to help expand the scope of business services in the downtown. A link with local social service agencies, entrepreneurship and employment training services is also suggested.

Another key economic opportunity is the potential investment in new office needs for town and municipal administrations and how these needs will be aligned in support of the Business Improvement District. The ICSP has raised some concerns about the structural integrity of the Town offices and has suggested that relocation be considered, while the municipality is actively investigating its needs for a new municipal building. The location of these facilities within or near the BID will represent another tangible expression of interest on behalf of local administrations and help build confidence and private investment in BID revitalization.

Location of both facilities, and associated services such as Access Nova Scotia, represent opportunities for stand-alone or co-use facilities on infill or under-utilized lots within or near to the Business Improvement District. The inclusion of both within or near to the BID would reinforce sustainable development including walkability within the Town between housing, workplace and commercial services (see Section 2.6 below).

2.4 Tourism

Tourism regularly surfaced in stakeholder consultations and in the on-line survey and goes hand in hand with enhancing the Business Improvement District. Both the ICSP and Shelburne County Tourism Destination Development Plan identify several tourism initiatives, and among them are the following that relate most directly to the BID:

- ▶ Utilization of social networking media and focus on Town and / or Chamber of Commerce web site to promote BID attractions and services
- ▶ Promote the Osprey Arts Centre as a key destination for arts on the Southwest Shore
- ▶ Maintaining BID presence within tourism promotional packages
- ▶ Support the construction of a municipal building to house a long boat. Currently, a 30x40 building is needed to house a long boat. Collaboration with the Yacht Club is possible on this project, as they may want to make use of the building as well. Such a project, while adding to the property the Town may be responsible for, directly benefits a key cultural aspect of the community, and helps to sustain a traditional skill set.
- ▶ Support collaborative initiatives where local artisans share studio space and other resources in a manner that contributes to the Town's creative economy
- ▶ Partner with the Shelburne County Museum to identify the role for and partake in the implementation of the Museum's Five Year Strategic Plan
- ▶ Collaborate with Shelburne Harbour Yacht Club to promote the Marina and the Harbour as a sail race-training centre.

Several stakeholders identified the need to better capitalize upon Shelburne's unique events and align these events with niche markets:

- ▶ Founders' Days
- ▶ Whirligig and Weathervane Festival
- ▶ Sailing Regatta(s)

One observation is that these events can involve (or evolve into) repeat visits whereas luring drive-by traffic on Highway 103 (from either direction), while important, may not result in the same level of per capita spending compared to event destination travellers.

Implementation of the Tourism Development Plan for Shelburne County will help reinforce BID revitalization plans and policies.

2.5 Downtown Retail Needs

Various physical investments near the King / Water Street intersection will help breathe new life into the Business Improvement District and will benefit town retailers. Some of these physical improvements will necessarily include sidewalk upgrading, improved pedestrian safety, lighting, and enhanced signage.

It is reported that 22 businesses have been lost or relocated from the downtown area over the past 10 years. Reversing this trend will require a focused strategy including investment in the physical environment along with joint retail promotions (special theme days, shop-local campaigns, a Groupon service for Shelburne County or South Shore, HST free days, linked restaurant / shopping promotions).

Storefront displays for empty buildings, improved promotion of the Osprey Centre, enhanced linkage of the waterfront district with the BID and limiting commercial tax increases will also be important policies. Increasing the number of residents living and working in or near the business district, promoting improved rental housing stock and promoting walkability between residences and workplaces will also help enhance the retail environment.

Role of the BID in Creating A Healthier Community

Current research and initiatives at the national level indicate a strong and growing interest in the relationship between health and our built environment. It can be expected that the healthy communities movement, which has been somewhat dormant since the late 1980s, will re-emerge as a pre-eminent national and local planning theme for the foreseeable future. The Town of Shelburne can position itself for this future by aligning planning and development decisions with healthy community principles - starting with the BID Plan – and in support of this goal.

A healthy community is one where a strong relationship is established between human health and the built environment, including, but not limited to transportation, infrastructure, social planning, community design and the development of sustainable communities.

- Canadian Institute of Planners, 2010

The Town already exhibits some of the basic criteria associated with a healthy community, most notably, the walkability from housing to shopping, workplaces and services in the downtown. Promoting development (on central services), mixed uses and appropriately scaled densification of develop-

ment within the BID, along with targeted investments in street lighting and sidewalk enhancements, are some of the important initiatives that would be consistent with the healthy community theme.

There are, for example, specific development initiatives proposed in the Town, including affordable / disabled housing, seniors housing, a professional centre and municipal administrative offices. These particular projects should be located within or near to the Business Improvement District in order to build capacity in the BID, reinforce walkability, and help promote Shelburne as a healthy community.

The community plans to develop and build a new state-of-the-art healthcare complex. This new complex is designed to be a multi-functional, multi-disciplinary and technically advanced facility, with a business manager and support technology for the operational needs of ten healthcare providers. The new facility will be a turnkey operation supplying all the requirements of the leasing healthcare providers.

- ShelburneDocs.com

The following chart lists all of the desirable elements of a healthy community and provides some observations specific to BID policies, plans and practices.

What Makes a Healthy Community?	Aligning the BID with Human Health
Provide a mix of low, medium & high-density development. Encourage mixed uses.	Encourage a mixed-use higher density outcome for redevelopment of the Cox building (waterfront), for the old school site on King Street, vacant lot adjacent the County building and under-utilized space around the arena. Identify all other infill and vacant sites within or near the BID for seniors housing, rental housing, affordable housing, professional centre, municipal administration, and other developments.
Good street lighting	Improve street lighting within the BID ensuring that main streets are well lit, enhance safety and energy efficiency
Continuous sidewalks	Upgrade sidewalks, with a priority on major sidewalks in the BID, to support pedestrian safety and walkability.

Ability to walk from housing to shopping, services, parks, schools, workplaces	Encourage developments to locate within or near the BID. Encourage mixed-use developments. Encourage the municipality's admin offices, and relocated town offices, as anchors supporting new development nodes within or near the BID.
Proximity to institutional & retail services, employment and effective public transportation	
Opportunities for physical activity	Upgrade parks and trails and consider physical activity options for youth and seniors. Support children's playground adjacent to the King Street Family Centre (former high school site) and play structures on the waterfront. Consider splash park, perhaps near the arena locale.
Proximity to facilities that provide for physical activities (i.e., parks, playing fields etc.); and	
Quality, availability of health care (physicians)	Support the Shelburne County Doctor Recruitment Committee's efforts, by linking new branding, heritage, sailing and other outdoor themes to recruitment. Support Roseway Hospital as per ICSP policies and in support of proposed professional centre and pharmacy. Consider BID policies and programs that would integrate with health planning of the Shelburne County Community Health Board. Align children / seniors infrastructure needs within the BID, along with appropriate partners, for Wellness Fund applications.
Healthy food, supply	Upgrade the Market; promote local produce and local seafood.
Sustainable environment	As per ICSP policies: harbour, water and sewer services
Sustainable economy	Inter-municipal cooperation for economic development, implement tourism plan
Water, air quality	As per ICSP policies
Hazard management	Establish erosion strategy for the waterfront.

Mental health & social services	Support / promote Shelburne Association Supporting Inclusiveness (SASI) social enterprises, their need for small option home, employment and transition programs within the BID. Align SASI needs and services with an affordable housing project. Encourage NSCC or distance learning for job counseling training, rehabilitation and front line social worker training needs.
Affordability of housing	Encourage landlords to upgrade their properties within the BID. Promote affordable housing applications (CMHC/ NS Affordable Housing Program) and endorse appropriate applications for the infill / redevelopment sites within or near to the Business Improvement District.
Level of homelessness	Assess youth transition needs, including housing.
Opportunities for arts, culture, recreation	Enhance visibility of the Osprey Centre and all museums
Street inter-connectivity	Enhance Waterfront – Water – King St. interconnectivity. Ensure connectivity of commercial streets to infill and BID development nodes.
Green space with good trail systems	Upgrade Shelburne Rail Trail, identify opportunity sites along the trail.
Aesthetics (street and neighbourhood perspectives)	Enhance BID streetscapes, especially Water and King Streets

2.6 Special Needs Populations

Shelburne’s social services sector should be actively engaged as part of the BID planning and development process. The reason for this is that the various social agencies represent an important employment sector on their own, are relatively stable in this regard, and they are working to resolve stratified problems in the community associated with low income, women, children, unemployment, mental health and other special needs. These are therefore important ‘healthy community’ services for Shelburne to embrace and some of them have specialized real estate needs that can also be aligned with BID enhancements.

The King Street Family Centre, for example, represents a hub location for many support agencies and a destination for many families. The Centre hopes to establish an expanded day care program and also needs enhanced entrance accessibility on King Street. A children’s playground, on the former (adjacent) high

school site would be an obvious investment to support for the Centre's clients while providing play infrastructure and a focal point for young families.

The Shelburne Association Supporting Inclusion (SASI) is another agency that can help link social needs to BID enhancements. The organization, which focuses on providing employment training for approximately 70 mental health consumers per year, is about to embark upon its 4th social enterprise (a café next to Atlantic Park on Water Street) and is also interested in securing a small option home (4 residents) to help link housing and care supports for its clients. Importantly, SASI owns all of its buildings and reports strong affiliation with and support from Shelburne's business community.

While these may seem like nominal investments, they underpin Shelburne's healthy community theme, and by embracing inclusiveness, they link the BID in a proactive way to some of the challenges facing the Town's less fortunate citizens.

In terms of capital development opportunities, the most significant special needs population is Shelburne's seniors. It is reported that seniors are leaving the Town for care services located elsewhere (Bridgewater, Halifax) so there is a critical need to focus on seniors housing and link that in turn with the proposed professional centre and pharmacies as well as existing services at Roseway Hospital, VON and Meals On Wheels.

Providing for seniors represents a challenge and an opportunity for the Town: (a) community capacity (in terms of services, seniors care and housing) should be sufficient enough to ensure that Shelburne's seniors can age in place and that their needs can be met locally (b) seniors outside of Shelburne, including retirees, might be attracted to the Town because of its emphasis on seniors care and services.

The Shelburne Baptist Church is currently investigating the supply and demand for seniors housing and reports that a need for 30 independent living apartments exists. The Church will work with the community and Baptist Seniors Citizens Home Inc. to develop more independent living accommodations in Shelburne. A location within or near to the Business Improvement District will prove to be an important catalyst. The reason for this is, at the independent end of the care continuum, seniors will benefit if the services they need (recreation, health and commercial services) are within walking distance and if other services (seniors programming, home care) can in turn be effectively linked to a new independent living facility.

A healthy community is also an age-friendly community, namely, one that:

- ▶ Promotes development intensification around local hubs (mixed use, mixed density nodes) that encourage a wide range of community activities and access for seniors

- ▶ Has accessibility standards to support seniors' mobility
- ▶ Has design policies that promote public safety including legible street signage
- ▶ Provides accessible open spaces, walking and recreation opportunities including well-lit public spaces
- ▶ Considers seniors needs in all land use / urban design guidelines
- ▶ Has an ability to monitor seniors' housing needs and trends (independent living, enriched independent living, assisted living and long term care)
- ▶ Provides transportation shelters, public seating, adequate lighting at hubs
- ▶ Accommodates the use of scooters and electric wheelchairs
- ▶ Has accessible transit, passenger pick-up (car share?) and convenient schedules
- ▶ Has adequate snow and ice clearing practices
- ▶ Provides programming to support social interaction between seniors and other age groups
- ▶ Promotes partnerships with the private and non-profit sectors to ensure adequate seniors programs (promotion of independent living, affordable housing, meal programs, etc.)
- ▶ Addresses seniors programming needs in a variety of languages
- ▶ Promotes volunteerism with, and among, and by, seniors
- ▶ Has 24 hour home care and home support programs within the neighbourhood
- ▶ Has health services (hospitals, emergency medical services, doctors, pharmacists, dentists) in close proximity to a high concentration of seniors (e.g. a seniors complex), and these health services in turn have adequate capacity to accommodate a growing number of seniors' patients
- ▶ Has addressed the need for caregivers (paid and unpaid) as well as the needs of caregivers (respite)

- (Source – Ryerson University, 2010)

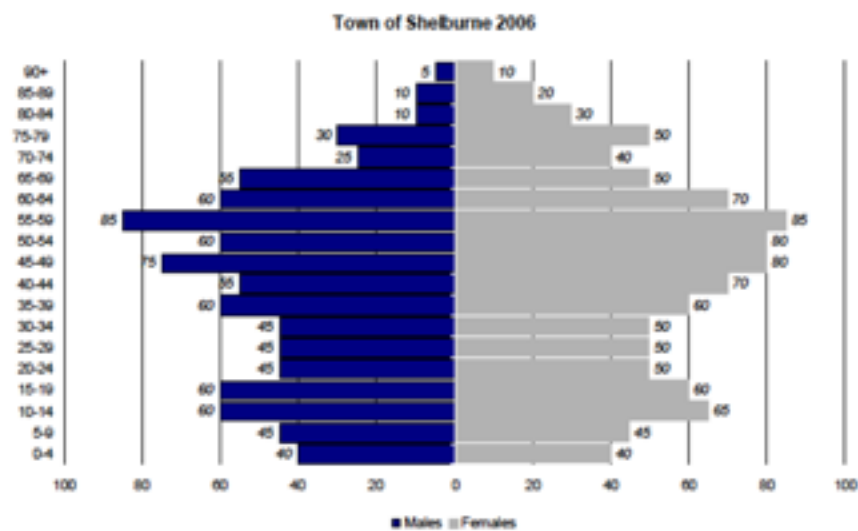
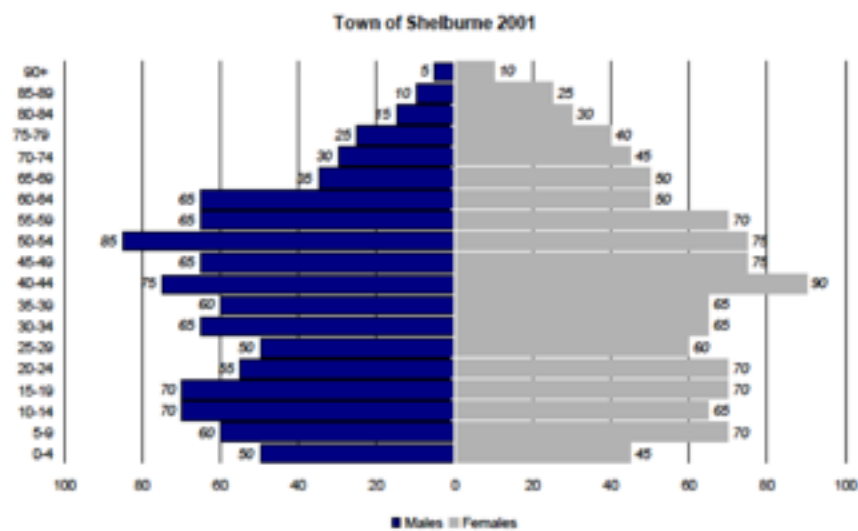
An age friendly community is also one that has considered all opportunities to promote "Aging In Place" including:

- ▶ Maintaining a continuity of relationships with family members, friends and neighbours
- ▶ Maintaining a continuity of relationship with the community – striving to keep seniors in the neighbourhoods that they know best and feel part of
- ▶ Creating 'age friendly' neighbourhoods
- ▶ Encouraging a positive vision for aging – supporting and celebrating our elders, their experiences and contributions
- ▶ Focusing on flexible support options for individuals as opposed to age ranges or diagnostic categories, and
- ▶ Addressing seniors health needs with a continuum of services that help support "aging in place".

Shelburne should therefore adopt best planning practices in or near the Business Improvement District to support all aging-in-place opportunities including:

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- ▶ Maintaining diversity in seniors' accommodations (addressing enriched independent, assisted living and long term care needs along the continuum)
- ▶ Promoting mixed use developments
- ▶ Locating seniors' facilities close to services
- ▶ Ensuring barrier free design and visitability in buildings
- ▶ Providing an attractive pedestrian environment that allows for easy navigation and walkability
- ▶ Recognizing the needs and wants of seniors in the design and programming of outdoor spaces and gathering areas, and
- ▶ Use of Crime Prevention Through Environmental Design to enhance community safety for seniors.



2.7 Parks, Open Space, Recreation

Shelburne wants to refine/update its own message as a living cultural interpretation shaped by a Harbour with unprecedented opportunities for recreation.

- Integrated Community Sustainability Plan, 201

There are several urban park and open space opportunities within, or near to, the Business Improvement District. Specific urban park development opportunities include the Atlantic Park (on Water Street), the MacKay Park at the intersection of Water and King Streets, the Cenotaph on King Street and at the Exit 26 gateway entrance.

An upgrade of the Shelburne Rail Trail, which connects Falls Lane to King Street (and beyond), holds opportunities for active recreation, as do the lands and parking associated with the market and various recreation facilities that interconnect John and Ann Streets to King Street, and the old high school site on King Street.

Children's play space and structures have been referenced by the community as needs for the waterfront and adjacent to the King Street Family Centre. An interesting open space opportunity exists at Commissary Island. The ICSP also references the need for:

- ▶ Investments in tangible (urban forests) and intangible (well designed and safe public spaces) assets help to shape and influence residents' sense of place, visitors' impression of the community, and advance sustainable development goals of the Town.
- ▶ Visually appealing landscape features at Town gateways, nodes, major travel corridors, and throughout the historic district.
- ▶ Utilizing native plants in municipal landscaping offer many community benefits. Watering, pruning, and other landscaping maintenance activities—and associated Town costs—are often reduced with native plants due to their ability to grow in their native habitat without chemical inputs.
- ▶ Continue and enhance Town beautification efforts by creating / enhancing a landscape feature at all Town entrances and highway exits leading into Town
- ▶ Continue to apply for and participate in the Communities in Bloom program. Communities in Bloom provide an opportunity to showcase Shelburne's natural beauty, simultaneous to its historic charm.
- ▶ Establish landscape design guidelines for public spaces that feature native plants, and when possible, represent the Town's heritage
- ▶ Establish within Town bylaw development guidelines for the protection of a property's existing trees and requirement for street line tree planting
- ▶ Enhance the network of marked and signed pedestrian crosswalks at roadway intersections near commercial areas, recreation facilities, public institutions, parks, harbor front access points, and recreation trails.



3.0 Downtown Revitalization Toolbox

The rung of a ladder was never meant to rest upon, but only to hold a man's foot long enough to enable him to put the other somewhat higher.

- Thomas Henry

There are a wide variety of tools available to communities in revitalizing their downtown. Although government funding programs change, the tools generally remain the same. The “four point approach” encourages communities and government to work together to build a sustainable and complete downtown revitalization effort based on 4 categories: **organization, design, promotion** and **economic structuring**.

The following is a list of tools which exist in 2011 to help Shelburne realize its 20-year vision and by adhering to the Four-Point Approach. Additional government programs and grants may become available in the coming years which will help realize the vision goals.

3.1 Organization

Before any undertaking can begin, an appropriate amount of planning and structuring must be invested in both the short term and long term goals of the project. Merchants, property owners, local government officials, community residents, and civic leaders must agree to support goals for revitalization and join together in a partnership. The following groups are part of the revitalization

effort, and as such, are an important part of the revitalization toolkit.

The Committee

A *The Shelburne Business Revitalization committee* should be established to help realize some of the goals of this study. The committee should be made up of volunteers and will be coordinated by a paid staff director. Its purpose is to create consensus and cooperation between all groups and individuals who have an interest in the revitalization of the main street community. The Committee will engage the communities public sector, private sector, and government to engage and support the changes needed to revitalize the Shelburne's downtown. The group should be the first point of contact and strategic arm of any and all revitalization efforts.

The Community

Just as a church is more than just the structure, so too is a town more than just a collection of buildings. Rather, a town is its people. Any economic and infrastructural investment which the Town chooses to undertake in its downtown area must necessarily involve the goodwill of the people. Through public documentation and information distribution the public needs to made aware of Shelburne's plan for growth and development. Every community member should be given the opportunity to guide and participate in the downtown revitalization.

Volunteers

Workshop participants often mentioned that many valued community initiatives are the result of volunteer groups who initiate, donate, fundraise and volunteer time to make things happen. Often, municipal or other government support contributes financially to volunteer efforts. Funding to promote the capacity of volunteer groups are a wise investment for the municipality, enabling it to build communities and support community initiatives at a favorable cost. In some cases, community groups may be able to leverage grant funding for projects that is not available to government, and so make an extra valuable ally for project implementation.

Business Improvement Districts (BID)

The creation of business improvement districts is a vehicle for organizing and funding activity within a designated commercial area. All businesses within an area become members of the association, and then work together to achieve their collective aims for improvement. BIDs can be found in towns and cities throughout the United States. They can also create incentives for downtown businesses to do business with one another keeping capital within the area.

Heritage Groups

Heritage groups, dedicated to preserving the historic character of Shelburne, can be a great help shaping **Civic Branding and Identity** which gives a localized authentic feel to the area, as well as, preserving and celebrating distinct cultural attractions.

3.2 Design

Capitalizing on the downtown's best assets — its historic buildings, waterfront and pedestrian-oriented streets — is just part of the story. An inviting atmosphere, created through attractive window displays, parking areas, building improvements, street furniture, signs, sidewalks, street lights, and landscaping, conveys a positive visual message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging appropriate new construction, developing sensitive design management systems, and long-term planning.

Shelburne has many great existing amenities and groups hard at work to create a sense of identity, and community. A design strategy for Shelburne would use these assets to identify opportunities for: new business development, improved infrastructure, improved pedestrian and vehicle access, landscape features, art, interpretive and interactive displays, recreation, etc; weaving them together into a cohesive whole. An interpretive master plan would give organization to existing projects and future ideas, prioritizing and ensuring that each works together towards a common goal. Design allows the community to harness these assets and give them renewed energy, allowing them to tackle their goals resulting in a more powerful overall outcome.

Design Guidelines

Through the land use by-law, and the design guidelines contained within it,



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the municipality manages the appearance and use of new construction and building renovations. Standards for architecture and site works affect site use, access, building form, door and window treatments, signage, parking, and landscape.

Pedestrian Safety

Pedestrian traffic is key to the vitality of main streets. Heavy traffic, large vehicles, fast moving traffic, and the absence of sidewalks in many places combine to create unsafe conditions

for pedestrians in some locations. Streetscape improvements should incorporate **'traffic calming'** measures as an immediate contribution toward a safer pedestrian environment. Planting of street trees, the provision of parallel parking, curbed sidewalks, and street furnishings may help to create the impression of a narrower street corridor, and thereby slow traffic, and define safer crossing locations.

Streetscape Improvements

Upgrading aims to promote pedestrian use and refine the appearance of village core areas. Enhancements should focus on providing a safe, accessible, attractive, and comfortable setting for people of all ages. Before improvements to the streetscape are made, any concerns with street-side parking and access to off street parking lots or driveways may need to be resolved. Upgrading of main street areas and adjacent public open spaces can often include curb and gutter, sidewalks, street tree planting, ornamental





lighting, and sidewalk furnishings. If sufficient space is available, street side cafes or small parks may be created to help enliven the street. Sculpture, historic artifacts or other special features can be incorporated as further attractions to the area.

Streets and Parking Improvements

Functional challenges with local streets may need to be addressed to improve safety or enhance traffic flow. Town parking should strive to be safe, convenient, attractive, and available in sufficient quantity. The obvious shortcomings in many communities are the appearance and safe configuration of parking areas. Undefined parking areas adjacent to the street often occupy excess space that could be renovated to enhance the appearance of the streetscape. Angle parking located adjacent to busy streets poses a safety concern, and a strategy to eliminate such parking and compensate for any lost parking should be developed for each core area. Plans for alterations to streets and on-street parking need to be coordinated with the local Department of Transportation.

Active Transport Orientation

Core developments should reduce local automobile traffic and facilitate future transit infrastructure. Trail and sidewalk plans for linkages to likely future transit hubs, be they rail or road based, should be implemented. Existing car pool parking sites near the entrances to villages should be upgraded to improve their visual appearance, and the safety and security of patrons and their vehicles.



Trails and Open Space Master Plan

A coordinated plan for the development of trails, sidewalks and park spaces would focus on providing a continuous network that enhances pedestrian access to desired destinations, including important community facilities, recreation and leisure spaces, and waterfront areas. Local systems should be coordinated with adjacent communities, museum sites and regional systems. The modes of trail use to be accommodated can have a significant impact on the design of the system; in some rural communities the demand for all terrain vehicle trails may need to be addressed. Plans must be able to respond to the potential long term needs of a community.



Green Villages

Historic images of many villages show stately elm trees shading main streets and punctuating the surrounding countryside. In most areas the heavy tree losses of recent decades have not yet been made up with new growth of either disease resistant elms or other suitable native trees. For aesthetic, ecological, and practical reasons the large scale replacement of street trees is merited. A program of tree replacement and on going management of trees should be designed and implemented. The existing stock of street trees should be assessed and appropriate care provided. Suitable locations where trees can thrive – and therefore require less care – should be targeted for planting. Programs to encourage tree planting by local residents may be a feasible way to restore tree populations. Planting must be mindful of needs for infrastructure maintenance, yet strive to achieve a look and feel consistent with historic village character. In some areas tree planting will help to dampen the impact of visually intrusive features. Mass planting or naturalization may help to reduce maintenance requirements in some civic open spaces.

The ongoing development and maintenance of park spaces, natural areas, and cemeteries also contribute to the appearance of most communities. Plans for public open spaces should address the need for green in communities, and help to shade and cool sport and recreation facilities. No-mow programs may help reduce grounds maintenance requirements and allow the development of forested areas where they complement normal use.



Waterfront/Riverfront Improvements

Shelburne Harbour has played an important role in the origin of the community, and unlike many communities who's waterfronts were taken over for heavy industry in the 1800's, Shelburne has retained its mixed use heritage nature. Waterfront improvements aim to reconnect communities to the water by promoting the an active waterfront edge with diverse commercial and residential uses. There are significant opportunities to provide for the better connections between downtown and the waterfront, more active uses and the expansion of water based recreation and industry.

In the downtown, the presence of the harbour should be celebrated. Simple signage identifying the waterfront should be provided. Waterside park spaces should be provided in appropriate locations to facilitate enjoyment of, and access to the water. The presence of the heritage district and the potential for localized infill developments should be celebrated.

Heritage Conservation Program

Shelburne has some of the most prized historic resources in the Province. The waterfront is the benefactor of the strong heritage culture. The conservation of buildings in the district, including Cox Warehouse, should be supported in every way possible and funding programs for heritage improvements should actively be pursued. Although heritage funding programs have been scarce in recent years, the potential for a facade program in the heritage district could help solidify some of the needy buildings.



Historic River Catwalk

Scenic Rural Routes

Scenic local highways linking villages in the municipality are an asset to be managed and developed for the benefit of adjacent communities and village core areas. Highways should be developed as scenic rural routes that accommodate cycling and automobile touring, and help to feed activity into core areas.

A vision and plan for highways could be developed cooperatively with adjacent municipalities and the Androscoggin River Association to provide a cohesive route. Areas of incompatible character should be remediated and scenic stops, historic sites, and wildlife viewing opportunities highlighted.

3.3 Promotion

By marketing a district's unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area.

Promotion can come in many forms but should harness local identity and reinvigorate community pride. A positive unified image and atmosphere will attract shoppers, investors, and other businesses to the area.

Civic Branding & Identity

Effective branding will support the growth and development of business, tourism and communities within Shelburne. Successful corporations have

invested heavily in their brands to establish a competitive advantage, enhance their position in the market, and drive consumer identification. Similarly, many competitive communities have invested heavily in brand development and brand recognition. This includes a civic color scheme, logo, tagline and other brand guidelines.

The process of articulating community identity should provide a meaningful representation of a coherent image and marketable brand for Shelburne. Like their corporate counterparts, the civic brand should be simple, recognizable, and meaningful.

The brand identity would then be reflected in graphics programs, merchandising, promotional materials, web site, street signage, and wayfinding/interpretive signage. Signature landscape elements throughout the municipality - key views, landmarks, rivers and lakes, historic sites – should be managed to cultivate an awareness of what makes Shelburne a special place.

To this end, a civic branding strategy should be created as a first step to define the brand for Shelburne so that additional graphic materials (signage, websites, stationary and letterhead, etc.) can build on the brand.

Civic Signage & Wayfinding Strategy

A system of community signing should be developed to identify, welcome, and reflect the special qualities of Shelburne. Some community signing is already in place, and should be replaced with a more comprehensive strategy once it is developed. The signage should reinforce the brand.

A signing program within the municipality will foster increased awareness of, and pride in, local industry and promote high standards for signage. Standards or templates for signage could be developed in consultation with commercial businesses. Umbrella organizations could support the implementation of signage by coordinating a discount for bulk manufacture and erection of signs. A strategy for business signage could help to reduce or replace scattered roadside signs advertising local services and products.



Related to signage, wayfinding works to help people find attractions and amenities within the area. A coordinated use of signage, mapping, managed views, and landmarks helps people find their destination. Central areas in each hub might include a wayside pull off and kiosk to highlight the available services, products and local events.

Heritage Plan & Walking Tours

Community heritage interpretive plans should form part of a larger framework for heritage interpretation in the municipality, and build upon the knowledge of local heritage groups and experts. A strategy to highlight the historic and cultural character of Shelburne could use a variety of interpretive media to inform and inspire residents and visitors (interpretive panels, sculptures, museums, outdoor displays and landscape spaces). Physical improvements in the community could draw attention to historic sites or traditional activities, and conserve or reinterpret the material culture of the past. The rich history of the area from pre-historic to recent times provides an important resource for the community and attraction for visitors. The existing museums and groups with an interest in local history have made significant headway in conserving and presenting local history.

Digital Tourism Strategy

Technology can be a very powerful ally. There are many historic





interpretive sites, museums, and organizations that have embraced today's technology. It has become another avenue to communicate, and breathe life into, important stories in the form of personal accounts, visual footage, etc. A cohesive strategy would realize the possibilities, bringing Shelburne to the forefront in communication. Telling the story of Shelburne could take on many forms. Tapping into the international community via the internet would be another way to market and attract people who might have otherwise missed this beautiful area. A digital tourism strategy would draw on the existing wealth of knowledge within Shelburne and work hand in hand with the various other plans outlined in this toolbox.

Festivals and Events

Special events to celebrate local culture and traditions help to build community, make communities more vibrant places, and support the local economy. Physical upgrades to communities should provide benefits for everyday users and also contribute to the success of local festivals. In many cases there will be a link between local events and the community identity which should be fostered for mutual benefit. A catalogue of existing festivals and festival opportunities would assist efforts to coordinate and develop new events. Cross promotion of festivals may help to increase the success of festivals and promote the development of a suite of complementary events in the municipality.

3.4 Economic Restructuring

The Main Street program helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a commercial district that responds to today's consumers' needs. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district.

Helping local business is a key goal of main street revitalization. Economic restructuring achieves this by helping existing businesses improve their assets and by attracting new business that will strengthen the community market place.

Façade Improvement Program

These programs encourage improvements to the exterior appearance of commercial buildings within a designated area by providing a financial incentive. The programs assist building owners to maintain and upgrade their properties in a manner that benefits their enterprise and the surrounding business district. Upgrades usually need to meet predetermined architectural standards to qualify for cost sharing. These standards typically require upgrades to windows, siding, and signage to better reflect the historic character of the building and the streetscape. Planned improvements should facilitate the use of local labour and materials.

Businesses Recruitment

The development potential of properties could be illustrated to provide a tool for marketing key buildings or locations where core areas require revitalization. Illustrations would include a business case along with plan and three dimensional illustrations to highlight development opportunity to the community and to potential investors. This process of developing these materials may highlight obstacles to development that could be addressed by the property owner or municipality to facilitate development. A portfolio of development opportunity sites in the municipality could be used to support local economic development activities. Business recruitment efforts could target gaps in the retail environment that affect the development of core areas.



← Sandy Point
3 WEST TO 103
Yarmouth →

Shelburne
Museum
Complex



4.0 Revitalization Projects

Vision is the art of seeing the invisible

- Jonathan Swift

On top of the tools available to the Town for downtown revitalization (outlined in Chapter 3), there are specific and generalized projects well suited as revitalization catalysts for Shelburne. As was outlined in the vision, connecting downtown back to the waterfront is a strategic long-term vision, as well as improving strategic park spaces and private properties, providing adequate parking, improving sidewalks and streetscapes, cultivating a recognizable brand, implementing a wayfinding program and nurturing the urban forest.

This chapter can be divided into site specific development opportunities, branding and signage, facade improvements and development patterns or principles.

4.1 Revitalization Plan

Map 4.1 conveys the variety of projects for consideration as part of the overall Downtown Shelburne Revitalization Plan. The plan illustrates a wide range of projects which include:

1. Exit 26 and 25 gateway signage
2. Sidewalk installation on the Ohio Road
3. Round-about at the Trunk 3 Ohio Road intersection

4. Sidewalk improvements, street trees and communication line relocation on the west side of Water Street.
5. Facade Improvements on Water Street
6. Wayfinding Signage
7. Mackay Park upgrades and new parking lot
8. Streetscape improvements and sidewalk cafe's
9. Waterfront Archway
10. Conversion of Mason Lane to a Pedestrian Esplanade linking Main Street to the Waterfront.
11. Improvement of Atlantic View Park
12. Commercial infill development
13. Shelburne Regional High School Site redevelopment to Community clinic/ pharmacy and playground/splash park.
14. King Street Streetscape Improvements.

4.2 Branding and Signage

While 'branding' is typically undertaken for corporations and products, civic branding is usually undertaken as an afterthought. Civic branding is the process a community embarks upon to change, refine or improve what people are saying about them. While a full civic branding exercise was much beyond the scope of this study, the consultants were tasked with developing a preliminary logo and tag line. A more detailed signage and brand study will be needed in a later stage. Shelburne's new brand should play an instrumental role in helping the Town achieve its objectives to attract more tourism and new business, and improve its visual identity. As this planning study indicates, there are challenges in all these areas that can be met in some measure by new developments that create advantages, infrastructure and opportunities for growth over time. At this point, it is important to concentrate on what Shelburne is now, and what it offers to these markets now, with an eye for how the brand, and the Town itself, could evolve to meet the long term vision.

Civic Brand

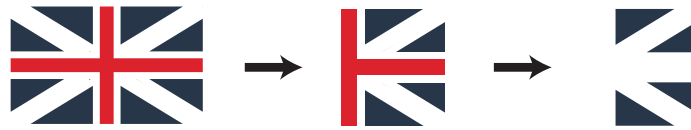
An effective brand for Shelburne should capture what is unique about the community and project it to existing and potential residents, visitors and businesses. By far, the United Empire Loyalist story and the founding of the Town is one of the most recognized and prominent 'stories' to build the brand on. Many of the existing family names originate from the founding, the story resonates with US tourists, and it is a strong story in the history of the Province. While it is true that there have been other significant events and recognizable icons in the Town, there is no denying the power of the Loyalist history which still resounds today in the traditional architecture, active waterfront and family names.

In discussing the brand with the community, there seemed to be consensus that the Town's strong history should be portrayed; but in a modern way. While it is beyond the scope of this study to develop a detailed branding strategy, the consultants have developed a starting place for consideration. The intent here is to hint at the possibilities.



Existing Brandmark:

The new Shelburne brandmark employs the Loyalist colours of red and blue, but instead of the saturated primary colours, more modern hues were selected. The Union Jack has been deconstructed to form the 'E' in Shelburne.



In the spirit of bridging the past and the future, the tag line reads "Where Past Meets the Future".

Proposed Brandmark



Signage

The following hierarchy of signage is recommended for Shelburne:

- ▶ Gateway Signage
- ▶ Directional Signage
- ▶ Street Blades
- ▶ Wayfinding Sign & Event Kiosk
- ▶ Interpretive Panels
- ▶ Banners

Wayfinding signage will also be important in denoting pedestrian walkways, trails and major routes. As previously mentioned, signage can also be used to highlight parking locations (high priority), parks & trails, museums, cultural centres, schools, waterfront, library, police etc.

Gateway Signage

There are three primary gateways into Shelburne, the three highway exits (25-27), the Sandy Point Road and the waterfront. Key gateway signage should be created for these locations, to delineate the boundary of the Village core. Not all gateways will have the same signage. Exit 26th is the major gateway. There was also consensus that much more directional signage is needed for Shelburne on the 101 Highway. This should be coordinated

with NS Transportation and Infrastructure Renewal (NSTIR).



Wayfinding Signage

The Town's pedestrian way-finding structure should be readily visible as an important landmark in the Downtown. The iconic design plays to the family of other signs in the Town. The way-finding structure includes a community map, possibly keyed to a business directory and a list of important Town destinations. Half of the sign board could be dedicated to a community events board. The structures should be located in high traffic areas and highly visible locations.



Street Blades

The existing 'moose' street blades should be replaced with the new Town brand signage.



Interpretive Panels

An interpretive program should be developed throughout the Town, to convey its rich cultural heritage. Each panel should address one particular topic of relevance with a maximum of 150 words in French and English. A more detailed interpretive strategy for the Town should be developed following this report.

Banners

A banner program should be developed for future light standards along Water Street and King Street. Any future light standards should be a minimum of 4.2 metres high, to provide adequate height for banners. Ideally, banners should be created for various events, such as The Whirligig Festival. Typical banners cost about \$150 each. It may be possible to encourage businesses to sponsor the banner in front of their establishment.



4.4 Specific Development Projects

Exit 26 Gateway

The existing exit 26 gateway is not overly visible from the Halifax direction and lacks any visible signage from the highway. One of the real untapped opportunities is to convey the heritage and scale of the waterfront. The existing long boat vignette fails to capitalize on the grandeur of the Town and is much more aptly suited to convey a smaller rural Atlantic community. The introduction of a new entry sign carrying the new brand would be appropriate.

A more suitable location for the gateway display would be on the west side of the Ohio Road closer to Tim Horton's. The Town should work to secure this location to provide a new gateway sign (conveying the new brand), a possible vehicle layby with a community directory and map and new landscaping.

Ohio Road Sidewalk

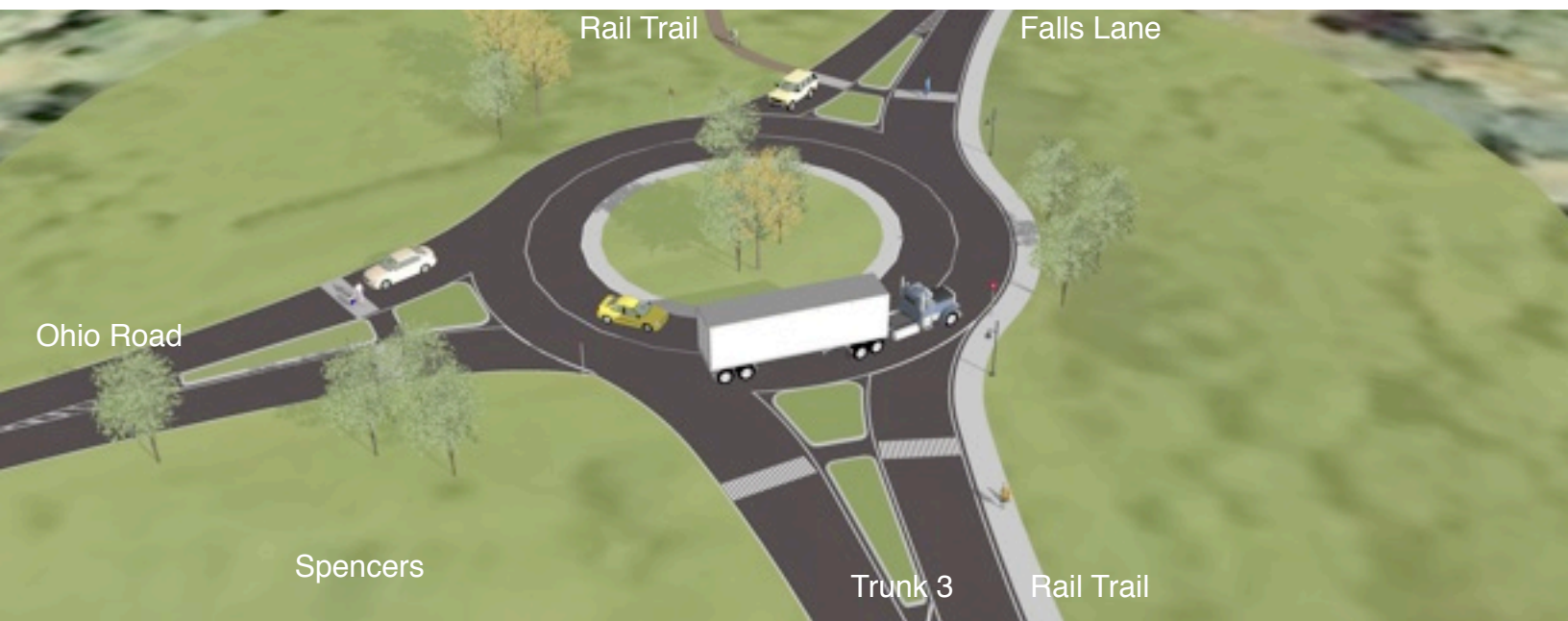
Town residents have called for the extension of the sidewalk from Spencer's (at Trunk 3) to Tim Hortons. This would link the rail trail to highway 101 and is a high priority for installation. Extension of water services should be included in these upgrades.





Trunk 3 /Falls Lane Roundabout

The Trunk 3 / Ohio Road / Falls Lane / rail trail intersection is one of the most dangerous intersections in the Town. This Y-intersection can be resolved with the introduction of a roundabout, now being actively suggested by the Province, as a cure to compound collector road intersections like this. The central island provides an area for a large sculpture or community art/ gateway signage. The individual pedestrian islands provide a safe crossing for trail users. The roundabout significantly reduces the potential for accidents while improving wayfinding.





Water Street Streetscape

A 4-5' wide asphalt sidewalk has been built on the west side of Water Street. These sidewalks are in very rough shape and should eventually be replaced with 6' wide concrete sidewalks. The Town should investigate, with Aliant, moving the communications lines to the east side of the street to facilitate widening the sidewalks, adding street trees and adding light standards. Bump-outs should be added for all street intersections on Water Street and Signage should be upgraded as outlined in this report.



Town Hall Redevelopment

Town Hall has some serious structural issues as noted in the ICSP. One idea worth consideration is the consolidation of Town and County offices into one facility, ideally the old Post Office on Water Street. This would free up the existing town hall for use as a tourist information centre with expanded parking as noted in the next section. It was noted during the interviews that the existing VIC on the waterfront is difficult to find and has no parking. The existing VIC could be leased out as an ice cream stand or as a coffee shop on the waterfront.

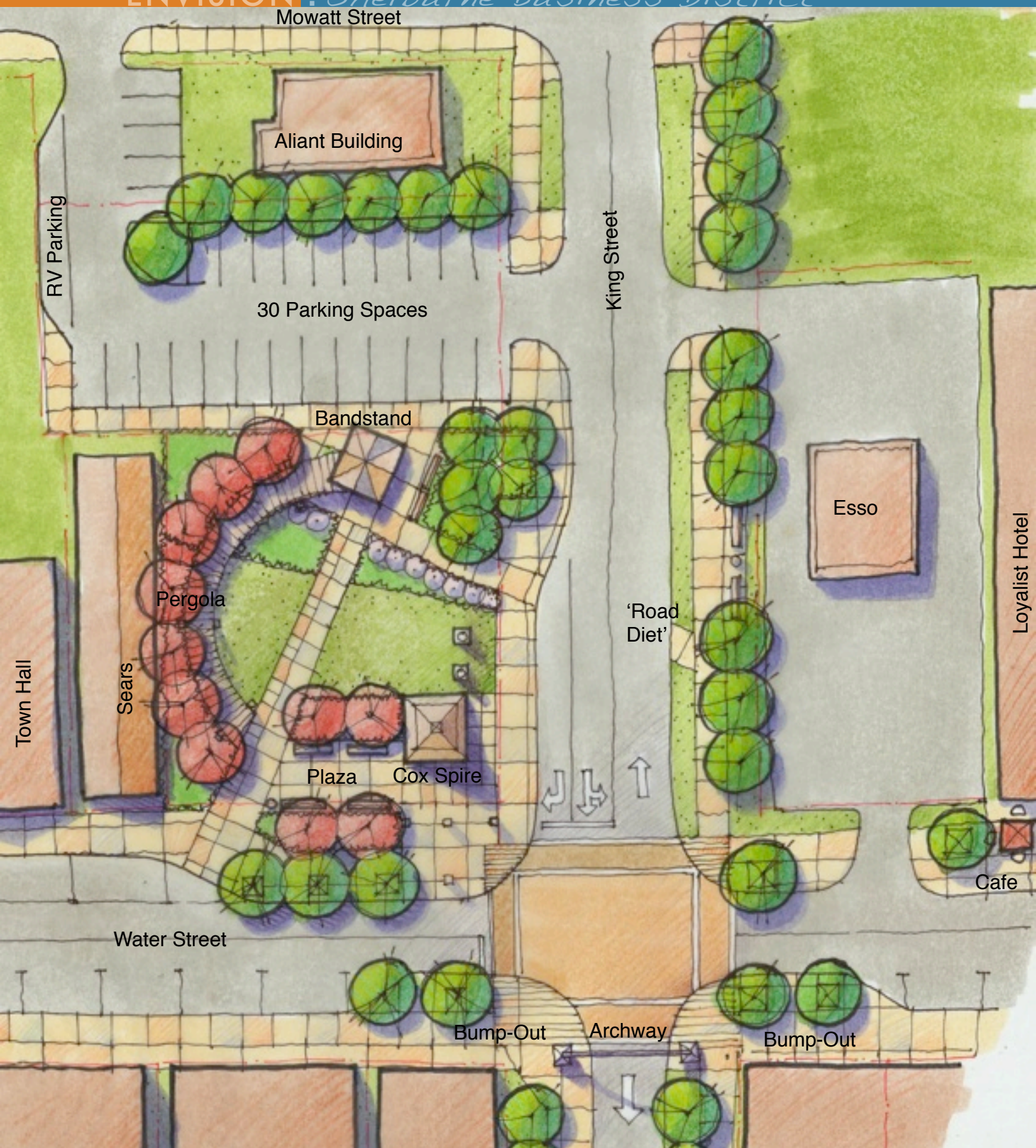
Mackay Park Redevelopment & Civic Parking Lot

Mackay Park is currently too small for the prominence it deserves at this important corner of Water Street and King Street. This key area should be redeveloped as a new Town Square. The existing parking lot would also benefit from expansion. This report shows a long-term plan which would include the eventual land assembly of the Coast Guard property (should it ever come available for sale) and the property south of the Aliant Building. This land assembly would eventually give rise to a new Town Square at the 100% point of the downtown. The development would include an expanded new municipal parking lot with about 30 parking spaces and one RV/Bus space. The park itself would include a new bandstand, open park space, seating, community art, and could possibly provide a home for the Cox Warehouse spire (should the warehouse need to remove the spire for structural reasons). This new Town Square would provide the much needed hinge for Water Street and King Street and possibly a new signalized intersection.

The plan for this important corner also conveys bump-outs at each of the 4 corners of these streets, an archway to the waterfront, wayfinding signage, consolidation of the King Street road cross section into a 3 way cross section (including reclaiming some of the street along the Esso) and widening of the



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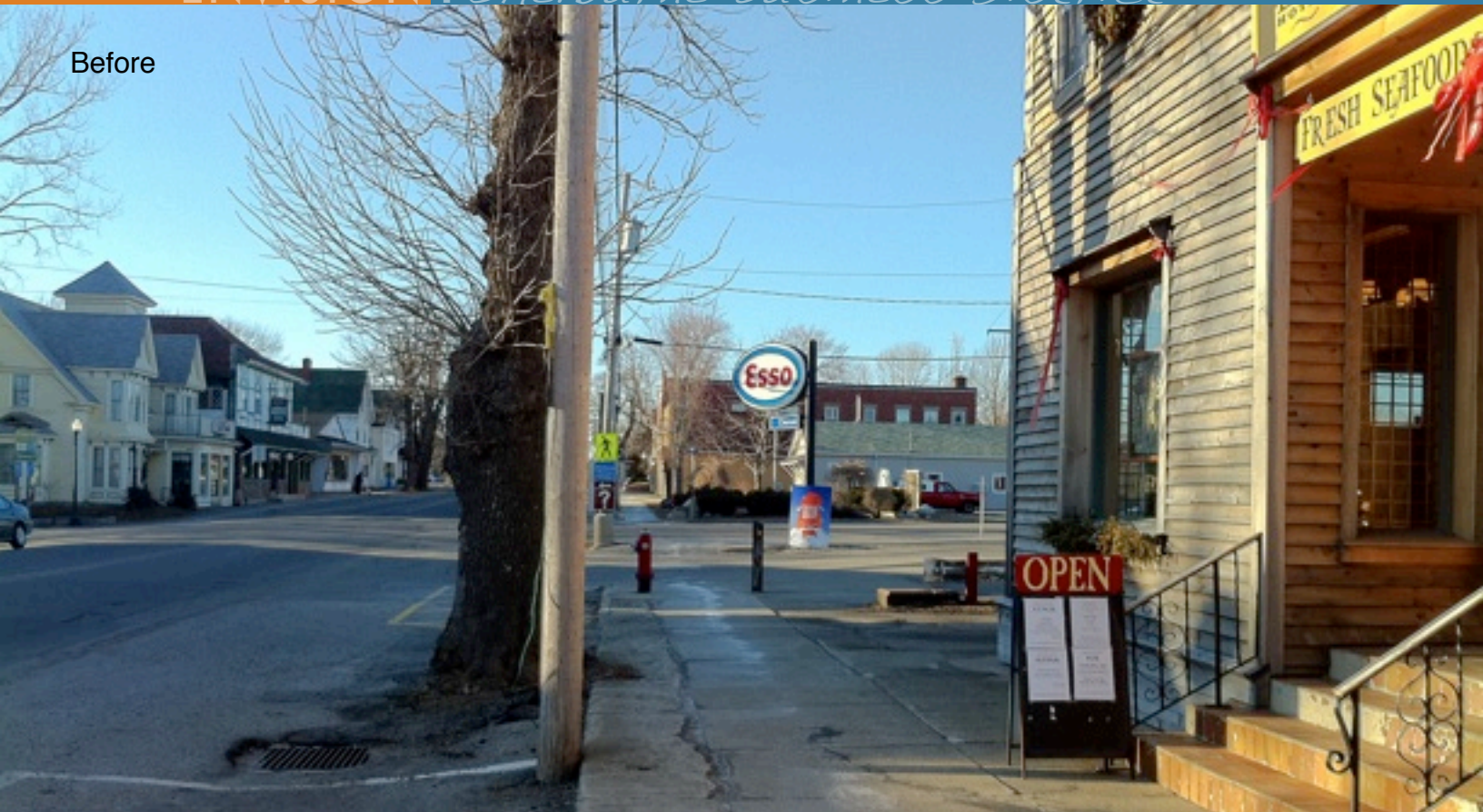
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Before



After



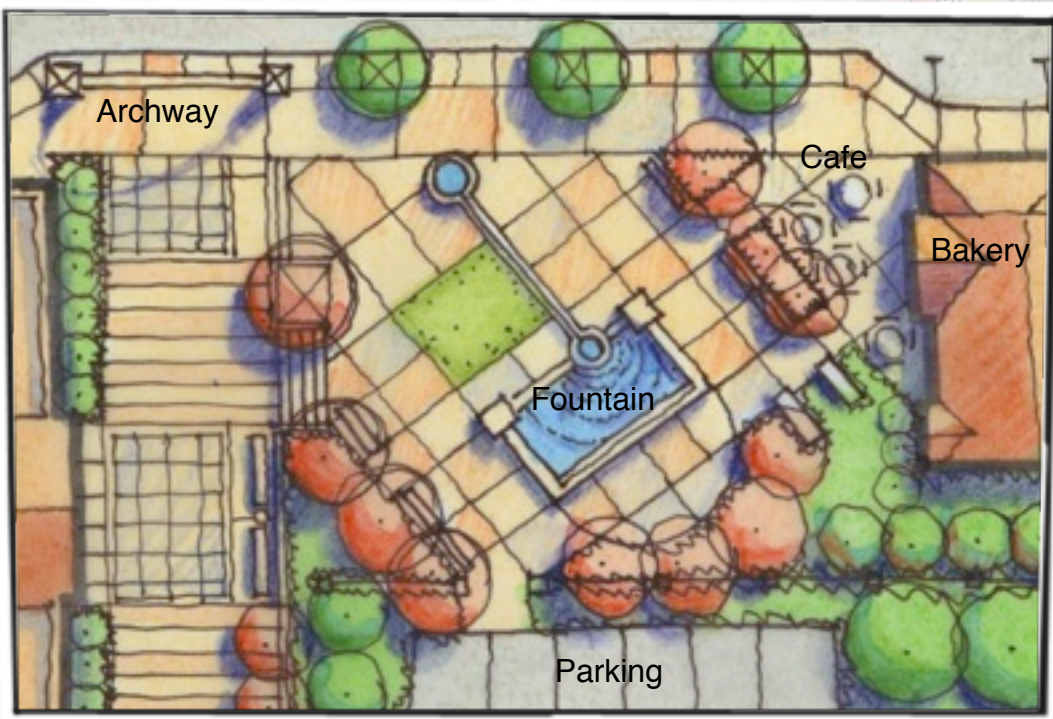
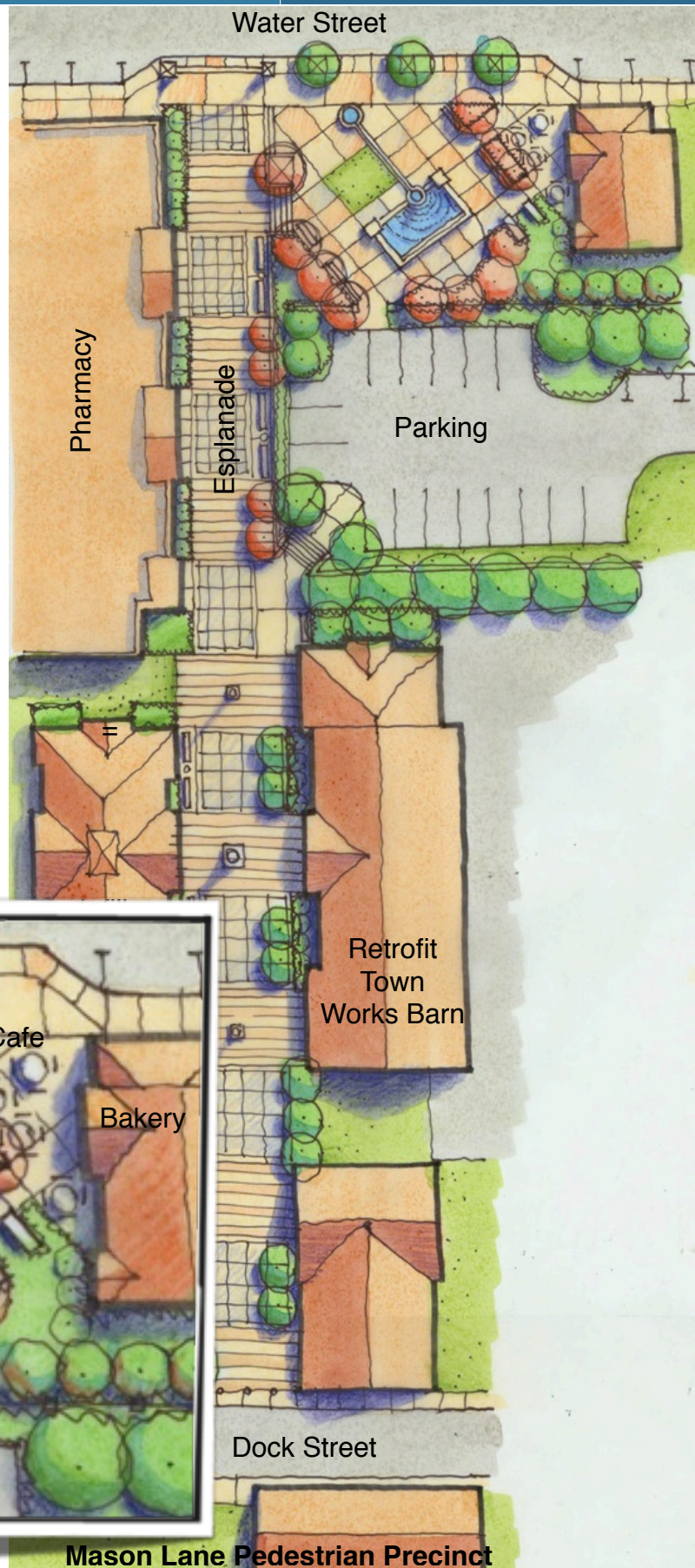
Sidewalk Cafe

Mason Lane Esplanade and Atlantic House Park

The idea of providing a clear and unique pedestrian connection between Water Street and the Waterfront was a sentiment echoed in interviews and during the site analysis. Clearly, upgrades to Atlantic House Park are warranted. The plan shows a central water feature, pergola, new seating, hard-scape space for small performances or commercial kiosks and possibly an outdoor cafe for the new bakery next door. The possibility of moving the bakery's rear patio to a sidewalk cafe or park cafe should be explored between the owner and Town.

The idea of turning Mason Lane into a pedestrian arcade or esplanade could provide a substantial infill opportunity and a new high quality connection to the waterfront. The lane would be redesigned as a pedestrian only space (bollards on both ends for vehicle servicing) with mixed use shops fronting on the esplanade. The *Town Public Works Building* could be turned into shops with at grade access to the top floor and the basement from the esplanade.

Atlantic House Park Upgrades



Mason Lane Pedestrian Precinct

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Before



After



Old High School Site Redevelopment

The old high school site, at Digby Street, is a high quality potential infill redevelopment and there has been some interest as a professional centre. The current owner has talked about developing a doctors clinic and pharmacy on the eastern part of the site. The plan shows Digby Street extended to King through a private parking lot in order to preserve the 2 large trees and minimize the amount of road and asphalt. On the west side, near the current skate-park, a new park is shown which includes a splash pad water park, a new inground skate-park, a large 'Natural Play' playground and a community 'healing garden'. Another part of this plan would be to extend the sidewalk on the north side of King Street from the Post Office to the Cenotaph.





Harriet Street

King Street

New Sidewalk

Service Access

Pharmacy

Professional Centre

Digby Street Extension

Splash Park

Cenotaph

Natural Play Playground

Community Garden

Skate Park Upgrade

New Sidewalk

King Street Centre



King Street Streetscape

In several areas on King Street, there is a very wide asphalt road and some on-street parking. Where onstreet parking is not needed, it makes sense to consolidate some of the road surface for wider sidewalks, more green space and street trees. Every attempt should be made to return King Street to a tree lined grand boulevard.

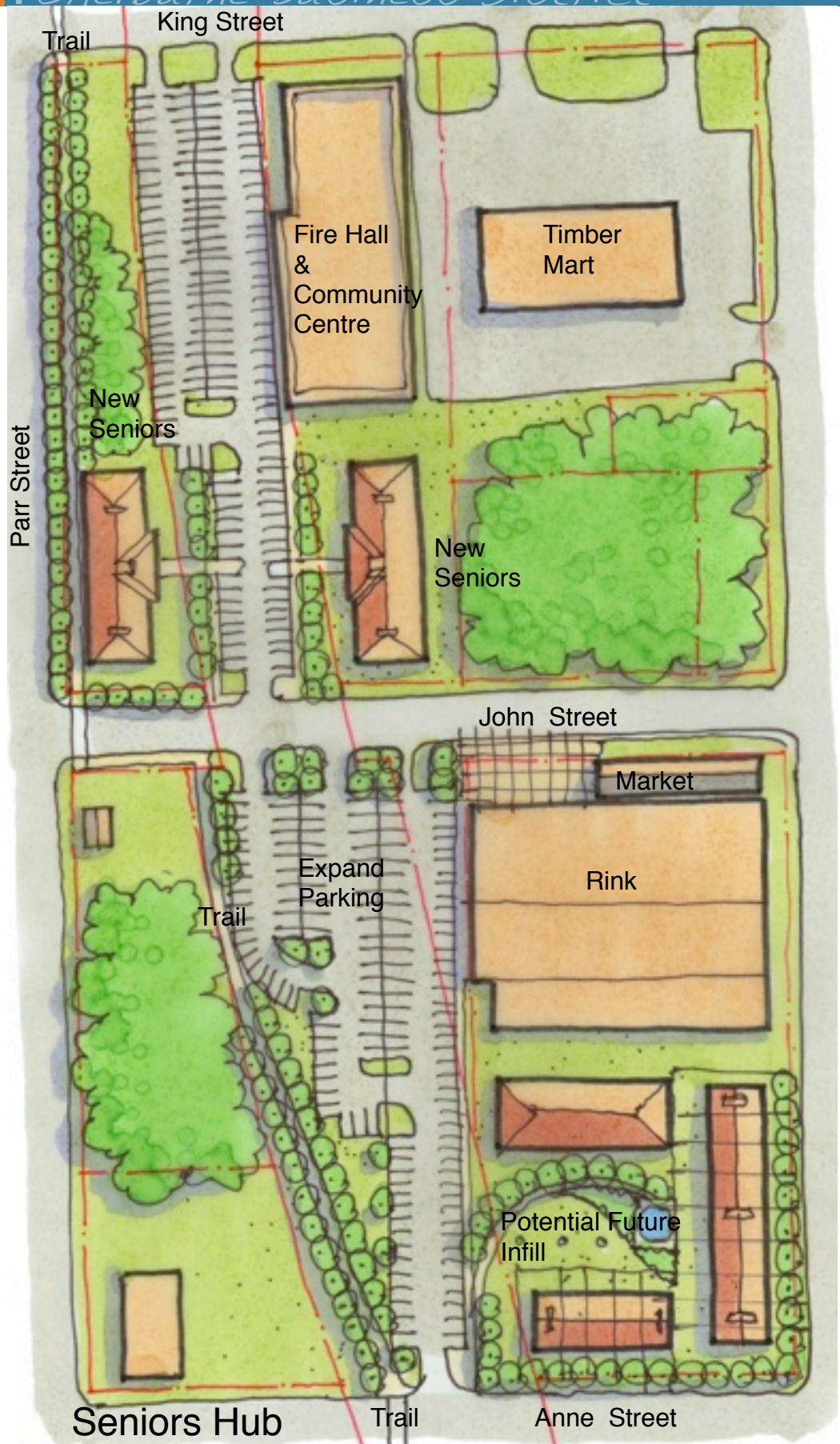
Near the location of the new High School, at the eastern entry to the Town, there looks to be room for a vehicle layby and a community directory sign.

Seniors Hub/Community Centre

The area surrounding the Fire Hall/Community Centre and Rink/Market presents an excellent opportunity for some infill development like cluster housing or a small multi-unit seniors facility and is one of several opportunities for some infill development in the business district.

The issue of the trail connection through these properties needs to be successfully resolved to ameliorate the 'disappearance' of the trail into the current parking lots. The current exhibitions grounds presents a future development potential for another infill development if the Exhibition ever relocates.

ENVISION : *Shelburne Business District*



4.5 Facade Program

There have been a number of Facade Incentive Programs in Nova Scotia over the last few years; most recently in Mabou, Cheticamp, Truro, Sackville Drive, St. Peters, and North Sydney. A facade program provides some level of funding for improvements for building owners in the program area. The program usually provides matching funding (50 cent dollars) to building owners, up to an upset limit (typically \$10,000 - \$20,000). The funding source is usually accomplished through a cost sharing program between municipal, provincial, and federal initiatives.

While a full facade program design manual for Shelburne was beyond the scope of this study, this report outlines some of the key elements and considerations for a facade program.

Details and Program Eligibility

A key incentive for property owners to participate in the design process is the opportunity to access financial support to assist with the implementation of the recommended improvements. The details of the funding arrangements still need to be determined, however it is anticipated that the participating property owners may be eligible for a grant equal to 50% of the cost of facade improvements, up to a maximum (to be determined), for materials and labour. The project cap will be determined.

Simple Design Guidelines for Owners

There are several considerations that should guide the facade work in Shelburne:

- ▶ The authentic history and character of Shelburne is its most valuable asset. If this is lost, it cannot be replaced.
- ▶ All eras are part of this history. No single period is more important than another.
- ▶ Everything that is upgraded or renovated should be undertaken with the utmost care and respect. Shelburne should look like everyone cares for it.
- ▶ Visitors to Shelburne are not looking for a generic 'corporate' commercial experience.

These guiding principles lead to several overall recommendations:

- ▶ If the original colour, detail, and materials are known, and if they meet modern fire safety requirements, use them.
- ▶ Repair any broken or failed finishes as soon as possible. The 'first broken window' concept ended up restoring mid-town Manhattan in just a few short years.
- ▶ Use durable, low maintenance material. Maintenance costs may eventually

ENVISION : *Shelburne Business District*

eclipse capital costs, and deferred maintenance will detract from the overall intent and outcome of the facade program.

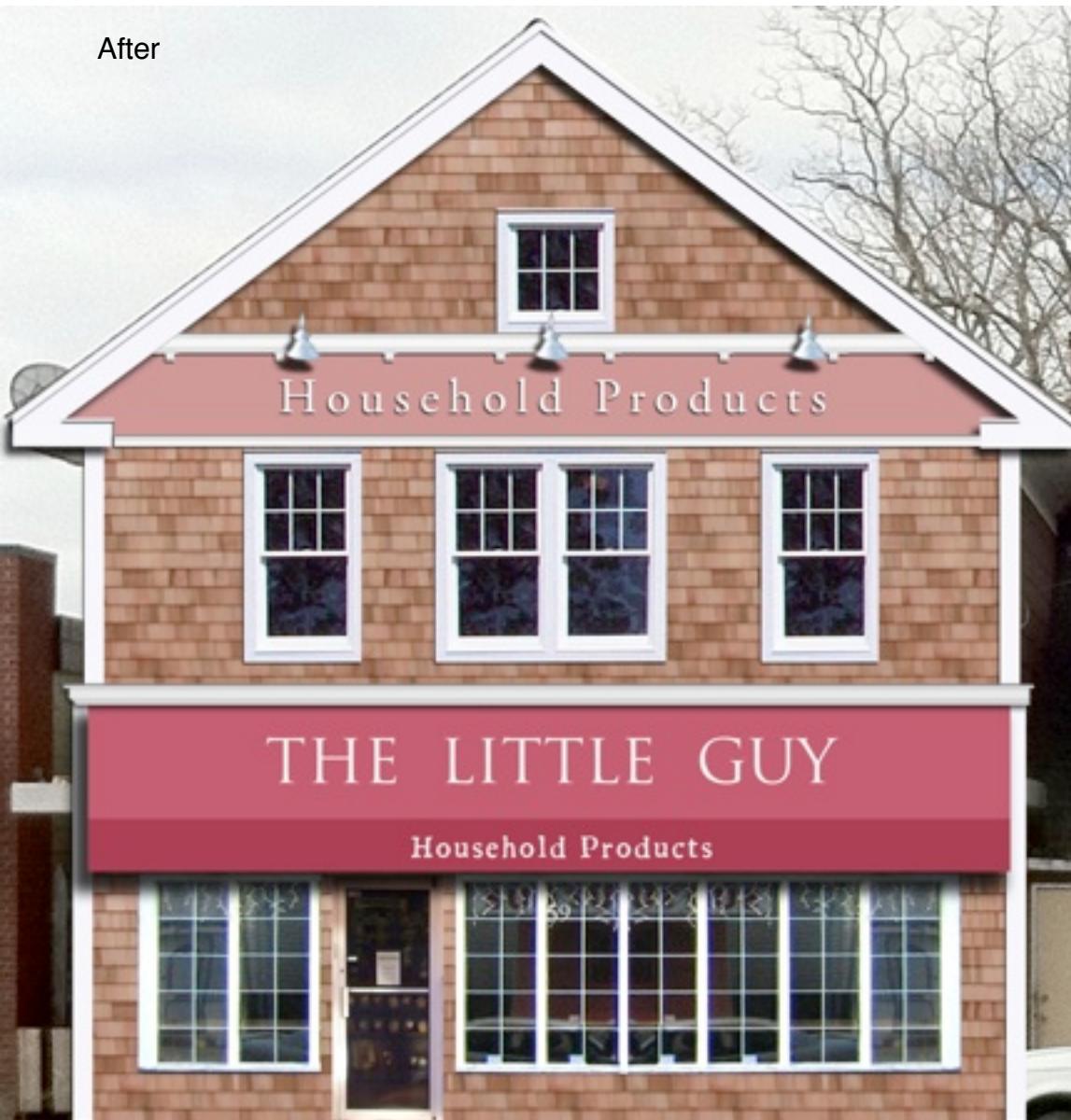
- ▶ The basic structure of the building should be respected. Therefore, elements such as signs, much like corner stones, should not be removed. Columns should be retained in original materials, and cornice details and core facade forms should be retained.
- ▶ Signage should be placed in areas originally dedicated for placement; in the sign band about the storefront, in windows, projecting from store fronts, or on awnings.
- ▶ Each facade should be completed using at least three colours. Brick or stone should be left natural, unless painting or covering is the only solution to deterioration.
- ▶ The area of the storefront is where retail creativity can be unleashed. Within the space between columns, the base, and the sign, owners should be

Existing



encouraged to do whatever they can and wish to, to market their enterprise.
A more detailed facade study will be needed prior to moving forward with a facade incentive program.

After





ERECTED
A.D. 1908

5.0

Implementation

If you don't know where you are going, you will probably end up somewhere else.

- Lawrence J. Peter

This report describes both a long term 20 year vision and a achievable short term 10 year plan for the Town of Shelburne. The plans and proposals outlined in this report are consistent with the objectives of this project, and with the input and guidance received from the steering committee, stakeholders, and the community. Priorities have been set by the steering committee. Moving forward through the implementation of positive and visible small steps at the beginning is important in gathering momentum to move the plan forward.

Initiatives with a high profile and ease of implementation have been given the highest priority, especially where cost is not prohibitive. The larger and more complex projects will require time and further study to move forward towards implementation.

There are several key stakeholding groups that will need to continue their coordinated efforts to implement this plan. The Waterfront Development group, downtown merchants, Council and ideally a newly appointed Revitalization Committee. This group should meet periodically through the process, as the various projects move forward towards realization.

This implementation chapter focuses on the costs and priorities of the recommended *public* components of this report. Priorities have been recommended based on:

- ▶ public sentiment and feedback regarding specific plan components.
- ▶ safety priorities for pedestrians and vehicles.
- ▶ potential for economic benefits for Village Development.
- ▶ Best probable funding opportunity and capital works priorities.

Other priorities that need consideration include:

- ▶ Potential for greatest positive impact.
- ▶ Ability to link to other open spaces and sites.
- ▶ Status of land ownership or construction readiness.
- ▶ Opportunity for partnerships with the private sector.
- ▶ Co-ordination with other on-going municipal projects.
- ▶ Logical design and construction sequence.

Taking positive and visible small steps at the beginning is important to gather momentum for the larger vision. (this paragraph is repeated on the previous page).

5.1 Budget Estimates

The implementation strategy illustrates how the recommended public projects may be completed in three phases. Assuming that funding is available, the work indicated should be able to be completed within the 20 year vision. These estimates also assume program budgets will be adjusted accordingly for inflation and other unexpected cost increases. The following table (table 5.1) summarizes the total cost of implementation, and a breakdown of how these costs may be distributed over the phases.

The budget summary outlines the PUBLIC projects like streetscapes, civic signage, waterfront developments etc. There are many more PRIVATE projects described in this report that would be the responsibility of individual land owners.

The total implementation budget for the 20 year Shelburne Business District Revitalization Plan is approximately \$8.6 million dollars, (2011 dollars). If the Town, the Province, and other project funding partners are able to contribute approximately \$430,000 (2011 dollars) in capital or in-kind to the projects identified each year, all work would be completed within the 20 year time frame.

Some of the capital required may already exist within annual budgets for maintenance and renewal of the streets and other related infrastructure. A 10% contingency has been included to allow some flexibility during detailed design. Also included is a 15% contingency for design and project management costs; however, these will vary from 8% to 18% depending on the size, nature and the level of project management required. Exact costs will depend upon detailed designs and bidding climate prevailing at the time of implementation. All projects require detailed design to facilitate quality implementation.

Materials and quantities were derived from measurements taken from the geo-referenced base mapping. This level of accuracy is sufficient for general budget planning; however, more accurate estimates will be required during the detailed design and construction stages before going to tender with proposed work. Actual costs may be plus or minus 10%. All quotes reflect September 2011 'installed' prices, not including tax. With unstable petroleum prices, construction prices could increase rapidly in line with petroleum.

The budget estimate does not include costs for long-term easements, land purchases or private improvements. Miscellaneous items/costs are outlined in the various sub-area descriptions and these include allowances for grading, catch basin relocation and special features.

It is important to recognize that the drawings and designs in this document are conceptual only. A qualified design firm/team should be commissioned to prepare schematic and detailed design drawings and contract documents for each individual project. This additional cost has been accounted for in the cost spreadsheet.

The following Class D budget summaries are broken down on an area by area basis.

ENVISION : Shelburne Business District

Shelburne Business District Revitalization Plan						Priority		
		Measure	Units	Unit Cost	Cost	0-5 year	5-10 year	10-20 year
Gateways	Exit 25 Gateway Sign	1	ea	\$4,000.00	\$4,000.00		\$4,000.00	
	Exit 26 Gateway Sign	1	ea	\$25,000.00	\$25,000.00		\$25,000.00	
	Exit 26 Pull-Off	1	ea	\$22,000.00	\$22,000.00		\$22,000.00	
	Exit 27 Gateway Sign	1	ea	\$4,000.00	\$4,000.00			\$4,000.00
	Misc Highway Signs	2	ea	\$12,000.00	\$24,000.00		\$24,000.00	
Exit 26 to Trunk 3	New Sidewalk & Culverts	775	m	\$325.00	\$251,875.00		\$251,875.00	
	Roundabout	1	ea	\$750,000.00	\$750,000.00			\$750,000.00
Water Street	Relocate Communications to east side of the road (Falls Lane to Minto St)	380	m	\$100.00	\$38,000.00		\$38,000.00	
	Street Light Standards (west Side; King to Minto)	23	ea	\$7,000.00	\$161,000.00		\$161,000.00	
	Crosswalk bumpouts	10	ea	\$15,000.00	\$150,000.00		\$150,000.00	
	New Sidewalk & Furnishings (King St to George St both sides)	340	m	\$5,700.00	\$1,938,000.00			\$1,938,000.00
	Archway	1	ea	\$40,000.00	\$40,000.00	\$40,000.00		
	Mackay Park	1	LS	\$900,000.00	\$900,000.00		\$900,000.00	
	Mackay Park Parking	22	spaces	\$2,000.00	\$44,000.00		\$44,000.00	
	Urban Tree Infill	40	ea	\$1,000.00	\$40,000.00	\$40,000.00		
	Signalized Intersection at King and Water	1	ea	\$550,000.00	\$550,000.00			\$550,000.00
Intersection Streetscape (King and Water)	1	ea	\$420,000.00	\$420,000.00		\$420,000.00		
Mason Lane Esplanade	Mason Lane Esplanade	100	m	\$1,300.00	\$130,000.00		\$130,000.00	
	Light standards	8	ea	\$8,000.00	\$64,000.00		\$64,000.00	
	Furnishings	16	ea	\$2,200.00	\$35,200.00		\$35,200.00	
	Street Trees	14	ea	\$2,000.00	\$28,000.00		\$28,000.00	
Atlantic House Park	Park Upgrade	1	LS	\$300,000.00	\$300,000.00		\$300,000.00	
King Street	Sidewalk (Mowatt to Digby St North Side)	150	m	\$160.00	\$24,000.00	\$24,000.00		
	Light Standards (Water to Digby St)	10	ea	\$7,000.00	\$70,000.00		\$70,000.00	
	Digby Street Extension for new Clinic	150	m	\$1,500.00	\$225,000.00	\$225,000.00		
	King Street Centre Playground	1	LS	\$50,000.00	\$50,000.00	\$50,000.00		
	King Street Centre Splash Park	1	LS	\$60,000.00	\$60,000.00	\$60,000.00		
	King Street Centre Skatepark	1	LS	\$300,000.00	\$300,000.00	\$300,000.00		
Firehall Trail Relocation	325	m	\$200.00	\$65,000.00			\$65,000.00	
Civic Signage	Street Blades	80	ea	\$200.00	\$16,000.00			\$16,000.00
	Wayfinding Signage	16	ea	\$3,000.00	\$48,000.00			\$48,000.00
	Info Kiosks	4	ea	\$8,000.00	\$32,000.00			\$32,000.00
	Interpretive Signs	12	ea	\$3,000.00	\$36,000.00			\$36,000.00
	Directional Signs	16	ea	\$2,000.00	\$32,000.00			\$32,000.00
	Banners	180	ea	\$120.00	\$21,600.00			\$21,600.00
Subtotal					\$6,898,675.00	\$739,000.00	\$2,667,075.00	\$3,492,600.00
Contingency (15%)					\$1,034,801.25	\$110,850.00	\$400,061.25	\$523,890.00
Design (10%)					\$689,867.50	\$73,900.00	\$266,707.50	\$349,260.00
Total					\$8,623,343.75	\$923,750.00	\$3,333,843.75	\$4,365,750.00

5.2 Phasing Strategy

This report describes the long term vision for Shelburne. Implementation of the various plan components will occur over a 20 year build out period, and successful realization of the strategy is integrally linked to a comprehensive and realistic phasing program. A successful approach will address any challenges that may arise and will implement the various elements of the plan in logical and cost-efficient manner.

Forecasting a year-by-year phasing strategy is difficult without a strong sense of annual budgets. Priorities set by the Steering Committee can be influenced by the opportunities that arise from unforeseen funding sources, new developments and private sector initiatives. The steering committee has established the following phasing for the roll-out of this master plan:

Phase 1 (year 0-5) - \$ 923,750

Phase 2 (year 5-10) - \$ 3.333 million

Phase 3 (year 10-20) - \$ 4.365 million

The easiest method to build momentum and create excitement is to begin with a highly visible, relatively easy and cost effective project. If the public can see that steps are being taken to implement the various project components, it becomes easier to garner additional support. As funds or in-kind donations become available, projects should be implemented based on visibility, community significance, and costs.

5.3 Next Steps to Move towards Realization of the Vision

There are a number of important next steps required to move the elements of this plan forward. These include:

The Town:

1. The Town should formally endorse and accept the Revitalization Plan.
2. The Town should approach the Municipality and develop a formal partnership for the implementation of the projects and initiatives described in this report. A strong Town is an asset for a strong municipal presence. Specifically, this partnership would focus on the development of a planning and policy framework to ensure the development of the Town occurs in a manner that is consistent with the Community's overall vision.
3. The Town should work with the Municipality towards the acquisition of

funding, either through grants, private-public partnerships, or other sources, to facilitate the implementation of planned projects.

4. The Town and municipality should continue discussion about potentially cost sharing a new joint municipal offices somewhere in the Business District. Both will benefit from locating municipal offices in the downtown area.
5. The Town should encourage a civic art strategy for the entire Town to make Shelburne one of the most memorable art communities in Atlantic Canada.
6. The Town should remain proactive about festivals and events in Shelburne.
7. The Town should commission a detailed civic branding and signage strategy for Shelburne, following the general recommendations outlined in this study. Immediate priorities include better signage for parking, gateway signs, a community kiosk, directional signage and street signs. The strategy should include schematic designs for every proposed sign in enough detail for fabrication and installation.
8. An interpretive program should be developed for the Town with signage panels or high tech podcasting tours. The program should highlight potential interpretive themes and topics, and interpretive approaches (panels, hands on exhibits, etc.).
9. The Town should pursue the Facade Incentive Program with higher levels of government to determine the potential contributions. A further, more detailed facade study (above the recommendations of this report) may be required as part of this program once the details of the program are better defined.
10. The Town should consider adding some strategic property acquisitions to see some of the various projects in this report realized. The Coast Guard property would be one of those long-term strategic considerations.
11. A more detailed waterfront and harbour plan should be prepared for Shelburne that balances the need to accommodate industry with tourism and public uses.
12. The public parks noted in this report should be a high priority for implementation.
13. The Shelburne rail trail needs a name and a renewed focus for improvement. A naming contest and further trail development should be a high priority. Trail road crossing should be part of the design program and in particular, the crossing of the trail at King Street and Falls Lane needs immediate attention.

14. The Town should work with Provincial partners to coordinate the gateway signage (exits 25-27), the exit 26 pull-off and the Falls Lane roundabout.
15. The Town should begin planning for the streetscape enhancements outlined in this report including Water Street and King Street improvements and the Mason Lane Esplanade. In the case of the later, the Town should discuss the potential of this development with land owners and potential developers.
16. The Town should identify potential development opportunities and, if they are Town owned, work to develop a developer expression of interest. If strategic properties are not Town owned, the Town should develop a strategic acquisition strategy in order to see important sites redeveloped.
17. The Town should undertake an active commercial recruitment strategy for its commercial district, starting by identifying gaps and then actively working to fill them. Similarly, the Town should make a push with the development community to show that the Town is 'open for business'. It is just as important to ensure that only *quality* developments are considered as well as development *quantity*.
18. The Town should investigate creating an Active Transportation (AT) Plan to delineate future trails, on street bikes lanes and other healthy community initiatives. If this could be dovetailed with an open space master plan then it could satisfy multiple objectives.
19. Since the Town does not have full-time planning, engineering or parks staff; it should consider outsourcing some of this work in a coordinated fashion to ensure the timely and sensitive delivery of business district projects.
20. The Town should strike an implementation committee charged with realizing some of the projects in this report.

Town of Shelburne Business District Revitalization Plan






1. I am (approximately)

		Response Percent	Response Count
under 21		1.2%	1
21-34		17.6%	15
35-49		43.5%	37
50-64		28.2%	24
65+		9.4%	8
answered question			85
skipped question			1



2. I am:

		Response Percent	Response Count
female		74.1%	63
male		25.9%	22
answered question			85
skipped question			1



3. I live:

		Response Percent	Response Count
in downtown Shelburne		18.8%	16
in Shelburne (but not downtown)		35.3%	30
outside of Shelburne		45.9%	39
		answered question	85
		skipped question	1

4. I live within walking distance of the central business district.

		Response Percent	Response Count
true		43.1%	28
false		56.9%	37
		answered question	65
		skipped question	21

5. I drive to the central business district more often than I walk.

		Response Percent	Response Count
true		75.8%	50
false		24.2%	16
		answered question	66
		skipped question	20

6. I work in the central business district.

		Response Percent	Response Count
true		35.8%	29
false		64.2%	52
answered question			81
skipped question			5








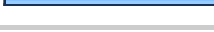

7. How long have you lived or worked in the area?

		Response Percent	Response Count
less than one year		8.8%	7
one to five years		13.8%	11
more than five years		77.5%	62
answered question			80
skipped question			6




8. How frequently do you shop in the central business district?

		Response Percent	Response Count
daily		19.8%	16
weekly		44.4%	36
monthly		22.2%	18
yearly		12.3%	10
never		1.2%	1
answered question			81
skipped question			5

9. What day(s) do you generally visit the central business district? (Please choose all that apply)

		Response Percent	Response Count
Everyday		44.7%	34
Never		1.3%	1
Monday		15.8%	12
Tuesday		17.1%	13
Wednesday		15.8%	12
Thursday		18.4%	14
Friday		30.3%	23
Saturday		31.6%	24
Sunday		5.3%	4
answered question			76
skipped question			10

10. What time of day do you most frequently visit the area?

		Response Percent	Response Count
morning		36.3%	29
afternoon		60.0%	48
evening		3.8%	3
answered question			80
skipped question			6

11. How many of the storefronts in the area, in general, do you consider to be well maintained and appealing?

		Response Percent	Response Count
all		0.0%	0
most		44.4%	36
very few		54.3%	44
none		1.2%	1
answered question			81
skipped question			5



12. What is your overall opinion of the current appearance of Shelburne's central business district?

		Response Percent	Response Count
good		16.0%	13
fair		54.3%	44
poor		29.6%	24
answered question			81
skipped question			5



13. There is sufficient parking in the central business district?

		Response Percent	Response Count
true		55.6%	45
false		44.4%	36
answered question			81
skipped question			5


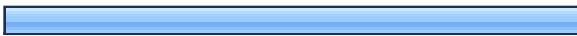
14. The current directional signage in the central business district is adequate.

		Response Percent	Response Count
true		49.4%	40
false		50.6%	41
answered question			81
skipped question			5












15. Do you regularly walk in the area?

		Response Percent	Response Count
yes		72.8%	59
no		27.2%	22
answered question			81
skipped question			5


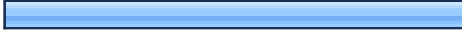


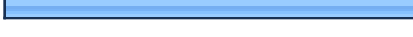


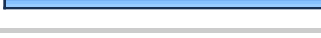




16. Do you regularly bicycle in the area?

		Response Percent	Response Count
yes		13.6%	11
no		86.4%	70
answered question			81
skipped question			5











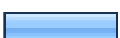




17. What is your destination(s) when visiting the central business district? (please check all that apply)

		Response Percent	Response Count
Osprey Centre		33.8%	27
Museum		11.3%	9
bank		75.0%	60
retail store		78.8%	63
restaurant / bar		66.3%	53
friend's home		27.5%	22
professional office (doctor, lawyer, etc)		55.0%	44
park or open space		35.0%	28
church		7.5%	6
government office		33.8%	27
library		41.3%	33
I do not visit the central business district		0.0%	0
	Other (please specify)		12
answered question			80
skipped question			6




18. What activities or events might bring you to the central business district more often? (please choose all that apply)

		Response Percent	Response Count
extended opening hours		43.6%	34
additional shopping		69.2%	54
trail system / bike lanes		29.5%	23
concert / theatre		47.4%	37
retail sale event (i.e. sidewalk sale)		61.5%	48
street fair / festival		64.1%	50
farmer's market		71.8%	56
additional restaurants / bars		47.4%	37
playground		38.5%	30
splash pad		29.5%	23
urban plaza		25.6%	20
outdoor dining		53.8%	42
	Other (please specify)		8
		answered question	78
		skipped question	8














19. What amenities or site elements should be added to improve the experience for pedestrians visiting the central business district? (please choose all that apply)

		Response Percent	Response Count
street trees		51.3%	40
more park space		51.3%	40
better signage		32.1%	25
bike lanes		32.1%	25
street banners		29.5%	23
bus service		15.4%	12
bike racks		38.5%	30
benches		65.4%	51
wider sidewalks		34.6%	27
recycling / trash bins		53.8%	42
public phones		16.7%	13
floral displays		46.2%	36
urban plaza		25.6%	20
fountain		29.5%	23
sidewalk cafe		65.4%	51
	Other (please specify)		12
answered question			78
skipped question			8




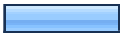

20. What, if any, are three destinations or facilities you think are missing from Shelburne's business district?

		Response Percent	Response Count
1.		100.0%	47
2.		83.0%	39
3.		61.7%	29
		answered question	47
		skipped question	39

21. Which, if any, safety issues do you feel need to be addressed in the central business district?

		Response Percent	Response Count
hours of commerce		42.9%	33
loitering		19.5%	15
foul language		15.6%	12
perceived lack of care of environs (i.e. litter, pet droppings)		48.1%	37
speed of automobiles		36.4%	28
bicycle parking		26.0%	20
pedestrian crosswalks		39.0%	30
bicycle routes		32.5%	25
accessibility		23.4%	18
lighting and visibility		20.8%	16
sidewalk conditions		59.7%	46
more sidewalks		27.3%	21
Other (please specify)		19.5%	15
answered question			77
skipped question			9

22. Which, if any, traffic issues do you feel need to be addressed in the central business district?

		Response Percent	Response Count
cars driving too fast		47.5%	28
turning lanes		25.4%	15
transport trucks downtown		35.6%	21
access to downtown		16.9%	10
Other (please specify)		44.1%	26
		answered question	59
		skipped question	27

23. Please add any additional comments:

	Response Count
	26
answered question	26
skipped question	60

